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## Culture, Design, and Identity: An Analysis of the French Market District

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# Culture, Design, Identity:

## An Analysis of the French Market District



Practicum in Urban and Regional Planning  
Department of Planning and Urban Studies  
University of New Orleans

May | 2017







# Culture, Design, Identity:

## An Analysis of the French Market District

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May | 2017



*Special thanks to K.C. Guidry, Jeremy Smith, and Professor Marla Nelson for their invaluable advice and assistance over the course of this project.*



# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

This report provides an analysis of the current conditions of the French Market District (the District), and the UNO-PLUS team's recommendations for improvement. Methods of analyses include site visits, pedestrian and traffic counts, mapping, and review of the City of New Orleans' Comprehensive Zoning Ordinance. There are five key components of the analysis:

1. The **Corridor Study** provides an analysis of the current conditions of the pedestrian and bicycle networks within the District. The purpose of the study is to identify issues and concerns that adversely influence user interaction with the District's built environment, and to explore potential improvements that can enhance interaction with the area for visitors and merchants. Data were collected from several site visits and observations. We identify multiple areas of concern influencing connectivity, safety, and comfort in the studied area. Furthermore, existing conditions are not conducive for users of all ages and abilities.

We recommend that the FMC consider adding additional safety and accessibility elements such as signaled crossings, safety signage, and bicycle parking. We identify LaDOTD's Safe Routes to Public Places Program as a potential funding source for safety upgrades along this corridor.

2. The **Wayfinding and Signage Analysis** confirmed the District lacks a cohesive theme and is confusing to navigate. As a result, visitors do not understand the bounds of the District and all it has to offer. Additionally, a lack of distinct branding prevents the District from standing out as a destination instead of just another area in the French Quarter. A single, unified brand could create this sense of place for the District.

We recommend that the District incorporate comprehensive wayfinding guidelines into its long-term planning process, and that district properties are united under a common logo and branding. The French Market Corporation (FMC) should seek to implement a signage system that is responsive to potential customers arriving by all modes (bus, bike, streetcar, foot, and auto) at the District's various points of entry.

3. Our **Retail Analysis** evaluates current and potential revenue generating sources for the FMC, along with the lease structures of current FMC tenants. Our report analyzes the current retail characteristics of the FMC's primary commercial clusters and offers both District-wide and site-specific recommendations for retail improvement. The report includes a detailed analysis of FMC parking pricing and operations due to their impact on French Market retail.

We recommend that the FMC encourage tenants to expand business hours and amend future leases to require that businesses remain open past 6PM. We also encourage the FMC to consider soliciting additional service-based businesses for the District. Finally, the FMC should take steps to maximize the share of parking lot users who visit the District, including raising rates (particularly for long-term parkers), implementing a parking validation program, improving signage to connect the parking lots to retail establishments, and encouraging later operating hours for retail establishments.

4. Our **Elysian Fields Parking Development** analysis evaluates the potential for a new, mixed-use parking and retail complex on the site of the Farmer's Market Annex Lot on Elysian Fields. Through the review of New Orleans' Comprehensive Zoning Ordinance, we conceptualized what type of structure could fit in this space. There are several possibilities for what this area could become, with the potential to create a "third-place" junction for the the District and

the Faubourg Marigny. The analysis includes preliminary estimated costs of the new construction, main streams of revenue to repay debt for the development, and potentially a rooftop venue.

To project demand for parking in this area, we reference the Nelson/Nygaard 2009 New Orleans Mobility and Parking Study Market, the overflow of parking from FMC's primary French Market Parking lot, and upcoming developments nearby. Given these various developments and potential revenue streams for FMC, we recommend the FMC to proceed in the commissioning of the necessary studies to begin development for a mixed-use, multi-level parking garage.

The analysis also identifies the types of retail businesses that would best serve tourists and the local neighborhoods of the Faubourg Marigny and Bywater. This analysis includes a neighborhood profile, consumer survey, analysis of industries, land use survey, leakage analysis, and recommendations rounding out with the conclusion of retail that would be of most use to the neighboring areas of the District.

5. Finally, we also provide **Visions for the District** at the end of this report to help improve the overall appeal and aesthetics of the District. Improvements to Dutch Alley, turning French Market Place into a pedestrian plaza, and beautifying parts of the floodwall are three ways to improve the District as well as increasing security and pedestrian safety.

\*\*\*

As the City of New Orleans undergoes several large-scale projects in preparation for the city's tricentennial celebration in 2018, the FMC has an undeniable opportunity to be a part of the mix.

With this celebration, a large influx of tourists can be expected, giving FMC a boost in incentive to ensure signage, connectivity, safety, and availability of local options for the surge in visitors. Implementing the recommendations in this report would enable the FMC to strengthen the District as a premier tourist destination in the city.

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1

# INTRODUCTION



## OVERVIEW

With over three centuries of culture influencing what was once a thriving trade post for traders, merchants, and consumers in old-world New Orleans, what is now the present-day District has been a public place for visitors and locals since its inception. Today, the District is a public space that offers six blocks of retail shopping, a glimpse into the vibrant history and culture of the city, and access to the mighty Mississippi River via the Moonwalk and Crescent Park, one of the newest urban parks in the City.

While the District offers retail, food, and drink options, it offers equally important access to public space for locals and visitors alike. Planning and developing the District into a location for residents and tourists has an opportunity to connect vast park space with the Mississippi River, one of the great natural and public resources of Louisiana.

Cities today are using their public spaces in ways they haven't in past decades. During the twentieth century, many cities redesigned their central areas to better accommodate vehicular traffic and commuters who had moved to the suburbs. Today, however, cities are rediscovering the advantages of dense, historic forms in which public life is being carefully supported through pedestrian, bicycling, and public space improvements with an enthusiastic response from its people.

In this report, graduate students in the Department of Planning and Urban Studies at the University of New Orleans (UNO-PLUS) provide an analysis of the current conditions of the District and provide recommendations for improvement. The report analysis consists of four core components: Corridor Study, Wayfinding Analysis, Retail Analysis, and the Elysian Fields Development. Following each analysis and recommendations, the closure of the report provides several visions for the District in its future goal to become a premier destination within New Orleans.

## Site History

The original French Market was founded in 1791, at the corner of St. Ann and Dumaine. The structures comprising the French Market were built and re-built over time, with the oldest surviving building completed in 1813 and the newest structures built in 1975.

Only two structures in the French Market complex predate the 1900s: the Meat Market (Building A), and the Vegetable Market (Building D). The remaining buildings were constructed during the 20th century, either as new creations or as replicas of earlier Market structures destroyed in fires or floods, during two major sets of renovations:

**1st phase of renovations:** 1935-1937. The first iteration of the FMC was founded in part to finance this set of renovations, which was jointly undertaken by the Corporation, the City, and the Works Progress Administration (WPA). This renovation phase resulted in the construction of the current Bazaar Market (Building B) and Farmers Market complexes.

**2nd phase of renovations:** 1973-1975. The French Market as it stands today largely resulted from this set of renovations by the FMC. Major projects included the construction of the Red Stores complex (which currently houses the headquarters of the FMC), as well as the Cuisine Market (Building C).

Several major projects were completed after 1975, including Dutch Alley (completed 1985), and a major, post-Katrina renovation of the Farmers Market and Flea Market complex (completed in 2009).

## Timeline of the French Market

- 1791 The French Market was erected (by the Spanish) at the corner of St. Ann and Dumaine St.
- 1813 The Meat Market building is erected. Most portions of the market have been destroyed at various points by fire and hurricanes and later rebuilt; the Meat Market building is the oldest surviving structure in the French Market complex.
- 1849 Construction on Pontalba buildings begins. The Upper Pontalba is completed in 1850; the Lower Pontalba is completed in 1851.
- 1862 Café du Monde opens.
- 1932 The FMC is founded. Initially, the FMC is set up as a private corporation by members of a French Market business association to secure a franchise from the city to operate the French Market. The FMC would retain profits from the French Market in exchange for spending a certain amount on upkeep and operations. Over the next several years, the Corporation sells over \$400,000 in bonds to finance operations and upkeep.
- 1936 The Vieux Carre Commission (VCC) is founded.
- 1937 The Corporation, the City, and the Works Progress Administration (WPA) begin major renovations to the French Market, which include the construction of several new buildings.
- 1938 The Bazaar Market (Building B) and Farmers Market are completed. The Farmers Market archways ultimately become the iconic symbol of the French Market.
- 1939 The FMC runs into serious financial difficulty due to higher than expected costs and lower revenues. The City buys out the Corporation's debt and essentially takes over the corporation by becoming its sole shareholder.
- 1973 The new (current) FMC is established with the mayor as sole shareholder, governed by a 12-member board appointed by the mayor. The FMC begins a major series of renovations which shape much of what we now think of as the "French Market." These renovations shift the market's focus from wholesale food distribution to commercial spaces and restaurants, more specifically targeted towards retail revenue from out-of-town visitors. These changes involve the demolition and construction of several structures and major remodeling of the remaining buildings.
- 1975 The current Red Stores (Building E) and Halles des Cuisines (Building C) open. Renovations to the rest of the Colonnades are completed.
- 1976 The Moonwalk and Washington Artillery Park open.
- 1977 French Market parking lot opens.
- 1979 The FMC takes over operation of the Flea Market.
- 1986 Dutch Alley is completed, and the St. Philip St and Dumaine St pedestrian floodwall crossings are dedicated.
- 1988 The Upper Pontalba Building Restoration Corporation (UPBRC) is formed. The Riverfront Streetcar line opens with three stops in close proximity to the market.
- 1991 The French Market enters a 60-year lease with the City to run the Elysian Fields parking lots.
- 1995 Renovations to the Vegetable Market (Building D) are completed during.
- 2010 Construction begins on Crescent Park.
- 2013 The FMC agrees to manage Crescent Park.
- 2014 The UPBRC is merged into the FMC; all assets come under the control of the Corporation. The Bywater entrance to Crescent Park opens.
- 2015 The Marigny entrance to Crescent Park opens.

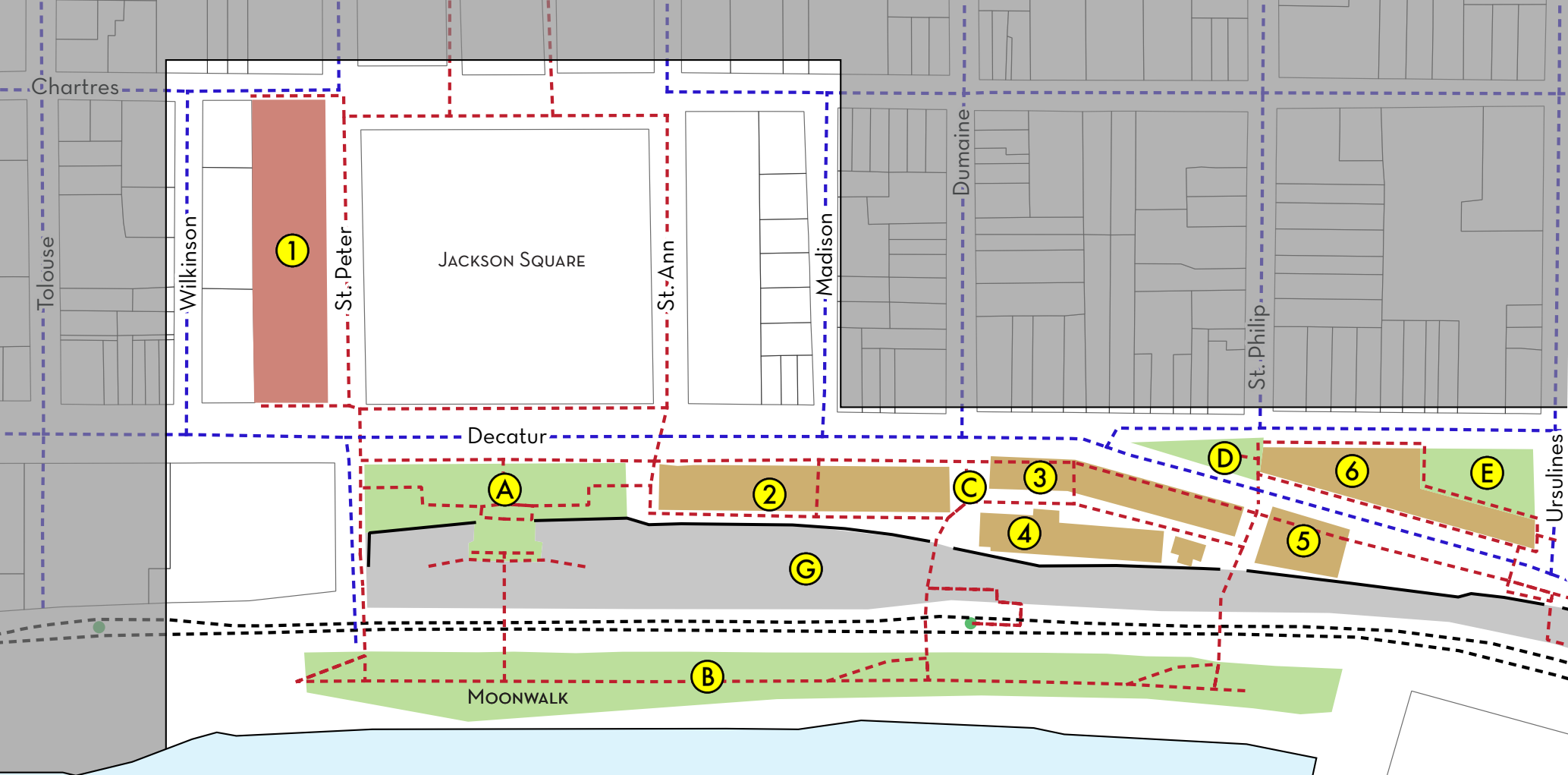
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2

## SITE INVENTORY



## French Market District - Overview

- Floodwall
- Streets
- Pedestrian Paths
- Streetcars
- Streetcar Stops

- Upper Pontalba
- Colonnades
- Market Sheds
- Public Parks
- Parking

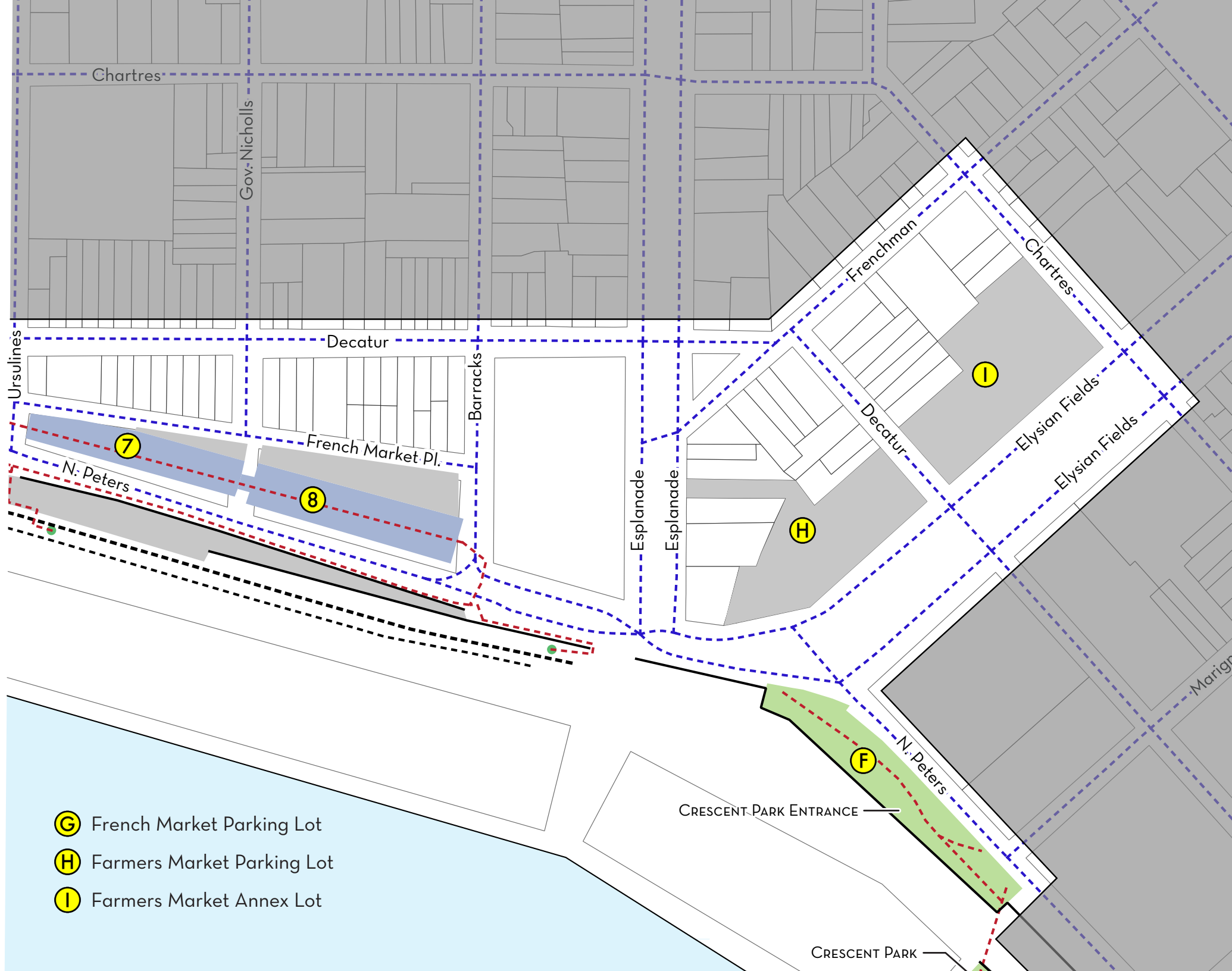


- ① Upper Pontalba Building
- ② Colonnades - Bldg A
- ③ Colonnades - Bldg B
- ④ Colonnades - Bldg C
- ⑤ Colonnades - Bldg D
- ⑥ Colonnades - Bldg E

- ⑦ Farmers Market
- ⑧ Flea Market
- Ⓐ Washington Artillery Park
- Ⓑ The Moonwalk
- Ⓒ Dutch Alley
- Ⓓ Place de France
- Ⓔ Latrobe Park
- Ⓕ Crescent Park

Figure 2-A - Overview map of the French Market District





- G** French Market Parking Lot
- H** Farmers Market Parking Lot
- I** Farmers Market Annex Lot

## OVERVIEW

This section categorizes areas and features of the District and its users, as the preliminary step in gathering information to be used during the site analysis phase. The site inventory includes notes about site conditions including the built features, views, and activity areas. The study team obtained data about existing uses based on observations gathered during site visits and through previous user surveys of the District.

Our study area includes the various city-owned properties within the French Quarter and Marigny which constitute the District [Figure 2-A]. The present land use of the study area is primarily commercial space, public parks, and surface parking, with a small portion of residential units.

## Property Clusters - Introduction

The clusters used here follow loosely from those used in the FMC's retail maps.

The first cluster includes the Upper Pontalba and properties immediately adjacent to Jackson Square. The second and third clusters focus on the "Colonnades" properties and the French Market/Farmers Market area, respectively. Cluster four encompasses the District properties lying outside the French Quarter, including the Elysian Fields lots (and the surrounding neighborhood) as well as Crescent Park.

## Cluster 1: Jackson Square

Cluster 1 includes the properties adjoining Jackson Square, including the Upper Pontalba and Washington Artillery Park [Figure 2-B].

### ① Upper Pontalba

VCC Class: Purple, modern renovations rated Brown [see "Table 2.1 - Vieux Carre Commission Property Classifications" on page 9 for a list of code descriptions]. One of two residential apartment buildings constructed during the 1840s on opposite sides of the Place d'Armes (now Jackson Square) by the Baroness de Pontalba. The Pontalba Buildings were completed in 1851. Through a series of acquisitions during the 20th century, the two buildings came to be owned separately: the Upper Pontalba is now owned by the City of New Orleans, while the Lower Pontalba is owned by the State of Louisiana and administered by the Louisiana State Museum.

The buildings are notable for their influential early use of cast-iron railings which are now a distinctive feature of New Orleans architecture. The buildings were jointly designated a National Historic Landmark in the 1970s.

Prior to 2013, the Upper Pontalba was managed by a separate city-owned corporation, the Upper Pontalba Building Restoration



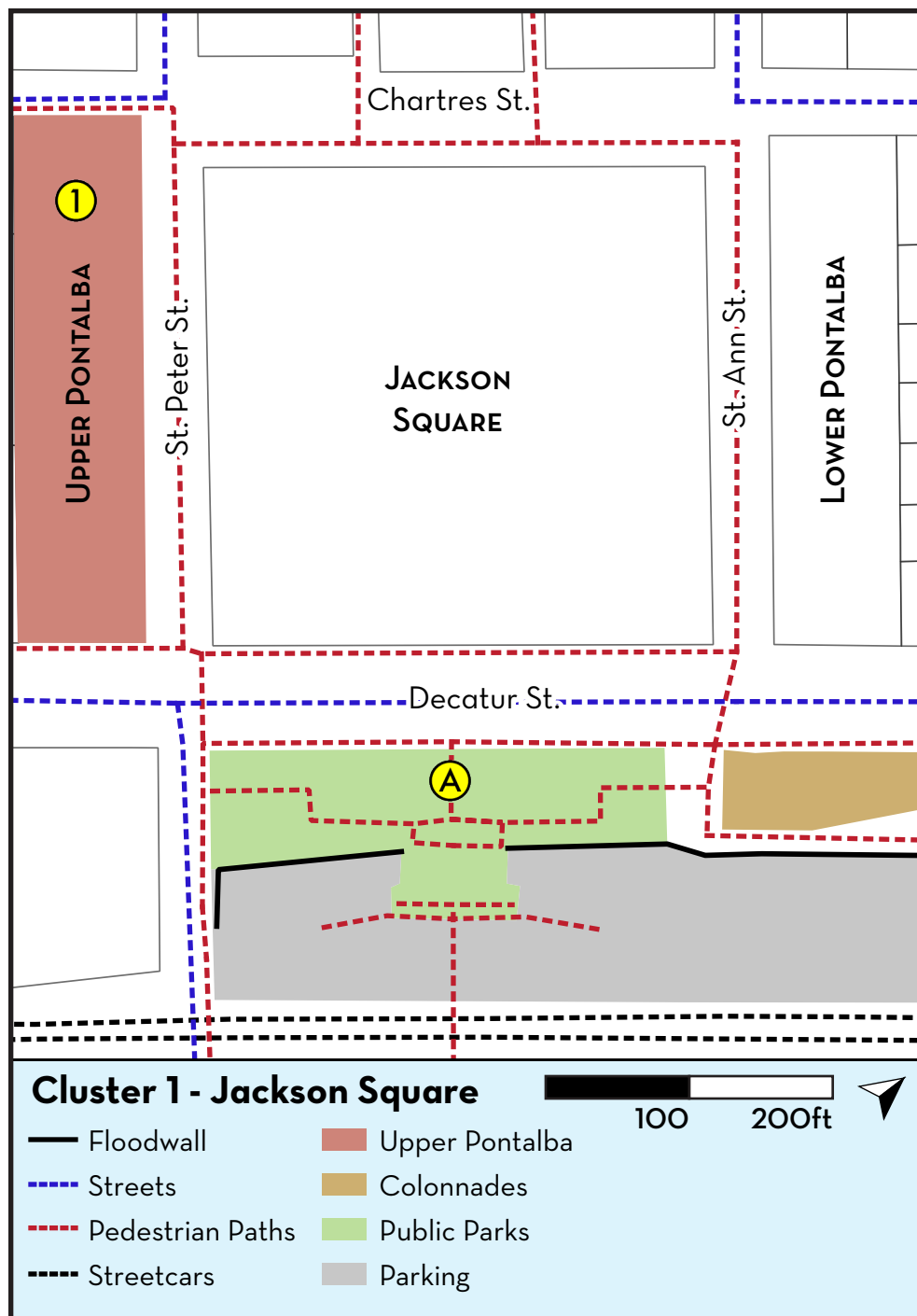


Figure 2-B - Cluster 1 Map

**Table 2.1 - Vieux Carre Commission Property Classifications**

<b>Purple</b>	Of national architectural or historical importance
<b>Blue</b>	Of major architectural or historical importance
<b>Green</b>	Of local architectural or historical importance
<b>Yellow</b>	Contributes to the character of the district
<b>Orange</b>	Unrated 20th-century construction (since 1946)
<b>Brown</b>	Objectionable or of no architectural importance

Corporation (UPBRC). In 2013, the UPBRC and its assets were merged into the FMC.

The building contains approximately 17,000 square feet (SF) of leasable ground-floor commercial space, along with 50 residential units totaling 66,500 SF on the 2nd-4th floors.

#### **A Washington Artillery Park**

Named for the 141st Field Artillery Regiment, Washington Artillery, this park was founded in 1838 with the motto, "Try Us". The park was built concurrently with the 70s era renovations to the French Market and opened in 1976.





## Cluster 2: The Colonnades

Cluster 2 includes the 5-building area referred to as the Colonnades by the FMC (Buildings A-E), running along Decatur and North Peters Streets between St. Ann St and Ursulines Ave [Figure 2-C].

### 2 Building A - The Halle des Boucheries

VCC Class: Blue. The Halle des Boucheries (“Meat Market” or “Butchers’ Market”) is the oldest surviving structure at the French Market, originally built in 1813. The market’s distinctive green shutters were added in 1847, and additional renovations were made during the 1930s. Building A is home to the French Market’s oldest and most famous tenant, Café du Monde, which opened at its present location in 1862. The building footprint includes approximately 17,000 SF of leasable commercial space.

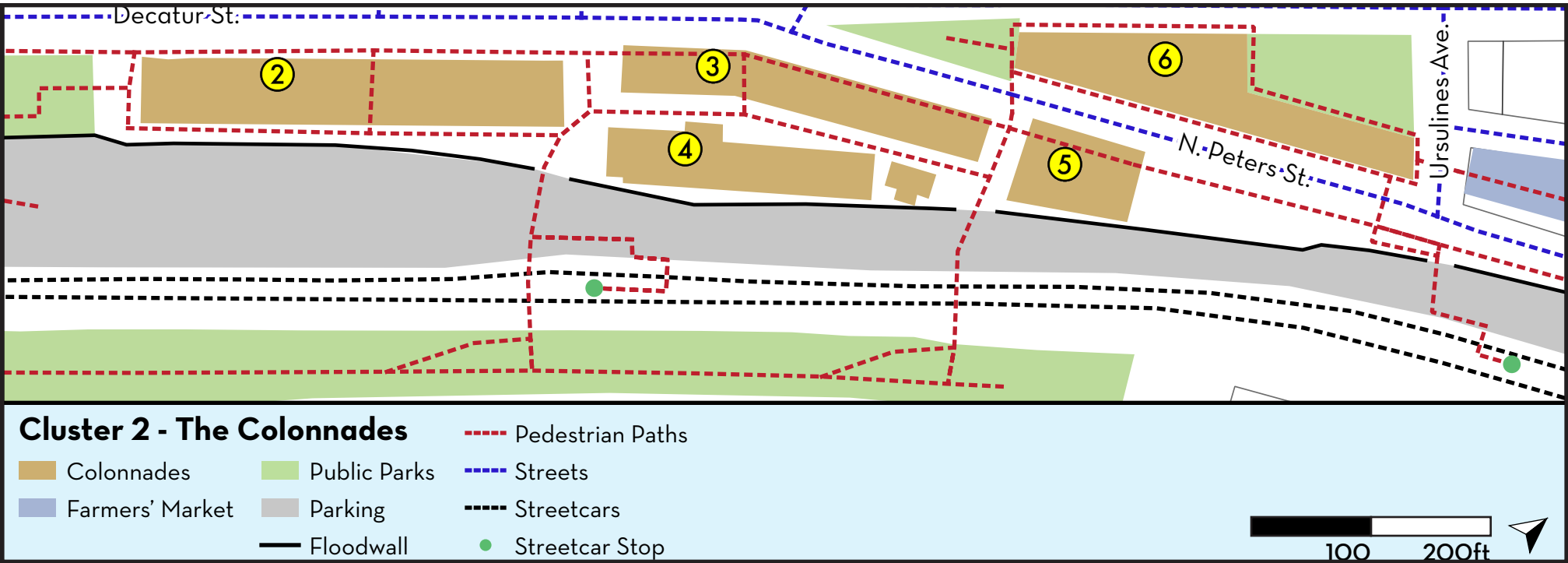


Figure 2-C - Cluster 2 Map



### 3 Building B: The Bazaar (Bazaar Market)

VCC Class: Green. The first Bazaar Market, designed by antebellum black architect Joseph Abeilard, was completed in 1870. The original market collapsed during a September 1915 hurricane, and a new structure on the same site was built during the 1930's WPA renovation and subsequently transformed into retail spaces during the 1970's renovation.

The building footprint includes approximately 17,000 SF of leasable commercial space.



### 4 Building C: Halle des Cuisines (Cuisine Market)

VCC Class: Orange. The original building on this site, the Seafood Market, was built during the 1930's renovation of the French Market. It was subsequently demolished and replaced with the current structure in 1975. Building C contains approximately 7,000 SF of leasable retail space on the ground floor, 7,000 SF of leasable indoor space on the second floor, and an additional 1,500 SF of balcony space on its second floor.

### 5 Building D: Vegetable Market



VCC Class: Blue. The Vegetable Market, known as Marche Aux Legumes or Halle des Legumes, is the second oldest of the surviving French Market buildings. It was originally built in 1823 as a "shed-like" market and initially shared the block with Benjamin Latrobe's waterworks (1823). The waterworks were torn down in 1838, and Latrobe Park now sits on their former site. The Vegetable Market was most recently renovated in 1995.

The footprint of Building D encompasses approximately 6,000 SF of indoor commercial space and an additional 6,000 SF of leasable patio space.



## **D E Place de France (1972) and Latrobe Park (1976)**

Sitting adjacent to Building D, Latrobe Park and Place de France were opened during the 1970s renovation of the French Market.

### **6 Building E: Red Stores**

VCC Class: Orange (Unrated); The first Red Store was built in 1833 by Cuchillu and de Armas as a privately-owned dry good store. The original Red Store was destroyed in an 1840 fire, rebuilt in 1841, and subsequently demolished during the WPA-era renovation of the market. The current “Red Stores” building is a replica, built during the 1970’s renovation of the French Market at a site slightly downriver of the earlier buildings.

At present, this 3-story building has no commercial tenants. The ground floor is divided between the French Market security office and a single commercial space which previously held a restaurant. Currently, the space is being renovated to expand the footprint of the security office; the final layout and rental timeline for this space are to be determined. The studio of nonprofit radio station WWOZ and the main offices of the FMC are respectively located on the second and third floors of Building E.

### **B The Moonwalk**

Completed in 1976, this pedestrian promenade was the first major effort to redevelop parts of New Orleans’ industrial waterfront into park space accessible to the public, allowing locals and tourists access to the river. The walkway was extended to Canal Street with the opening of Woldenberg Park for the 1984 World’s Fair, with the two parks together forming a continuous 11-block promenade.







### Cluster 3: Farmers and French Market

This cluster includes the two-block area from Ursulines Ave to Barracks Street [Figure 2-D]. This portion of the market consists of a single building (the Farmers Market sheds) which houses both the Farmers Market and Flea Market. The iconic “French Market” arches are at both ends of this structure.

#### 7 8 Farmers’ Market Sheds

VCC Class: Yellow. The sheds were built from 1937-1938. During the 1970’s renovations, the remainder of the French Market was converted into retail and restaurant spaces, and food sales were confined to a portion of this structure. Shortly thereafter, a flea market opened in the Barracks St half of the complex.

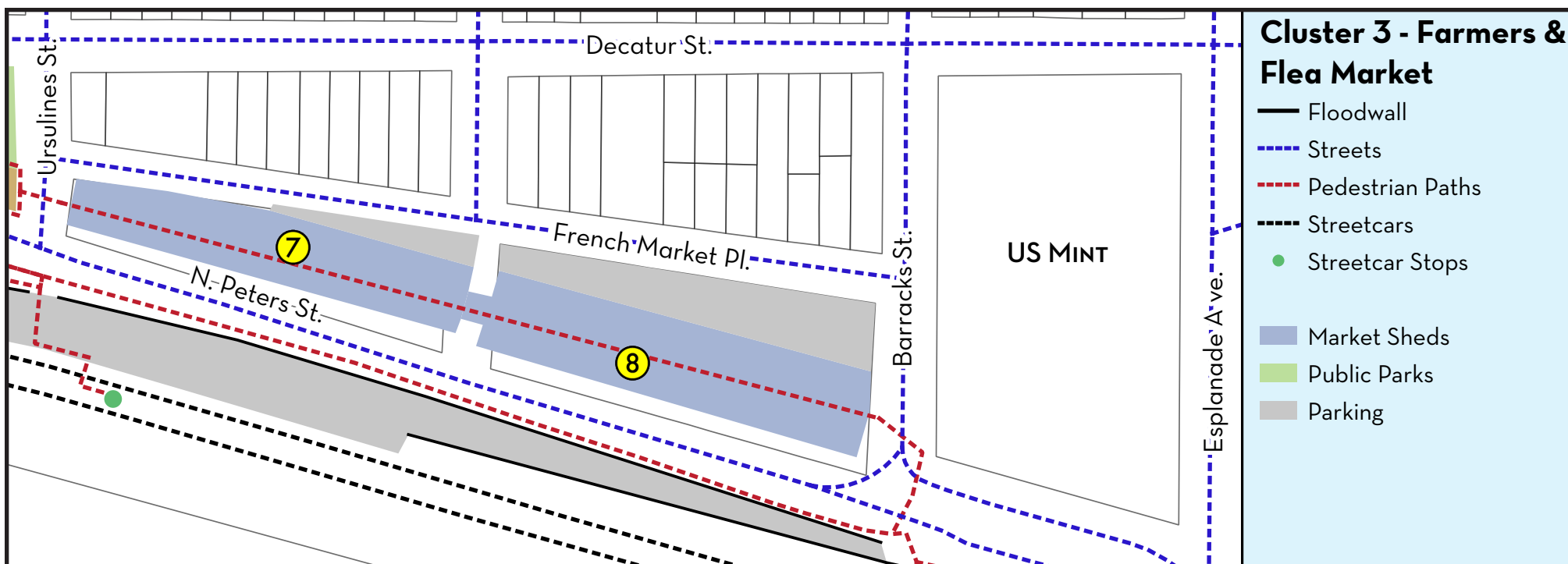


Figure 2-D - Cluster 3 Map

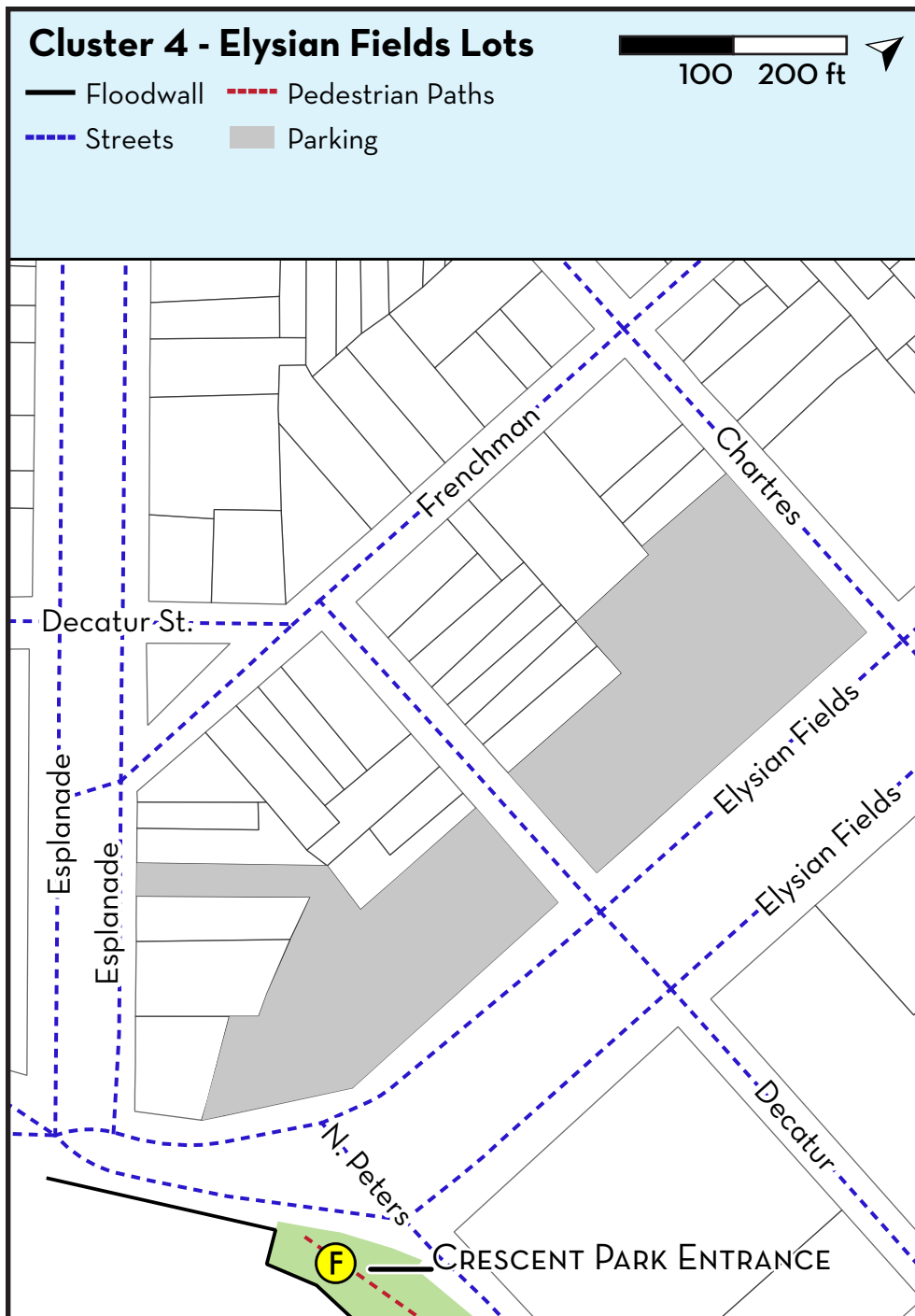


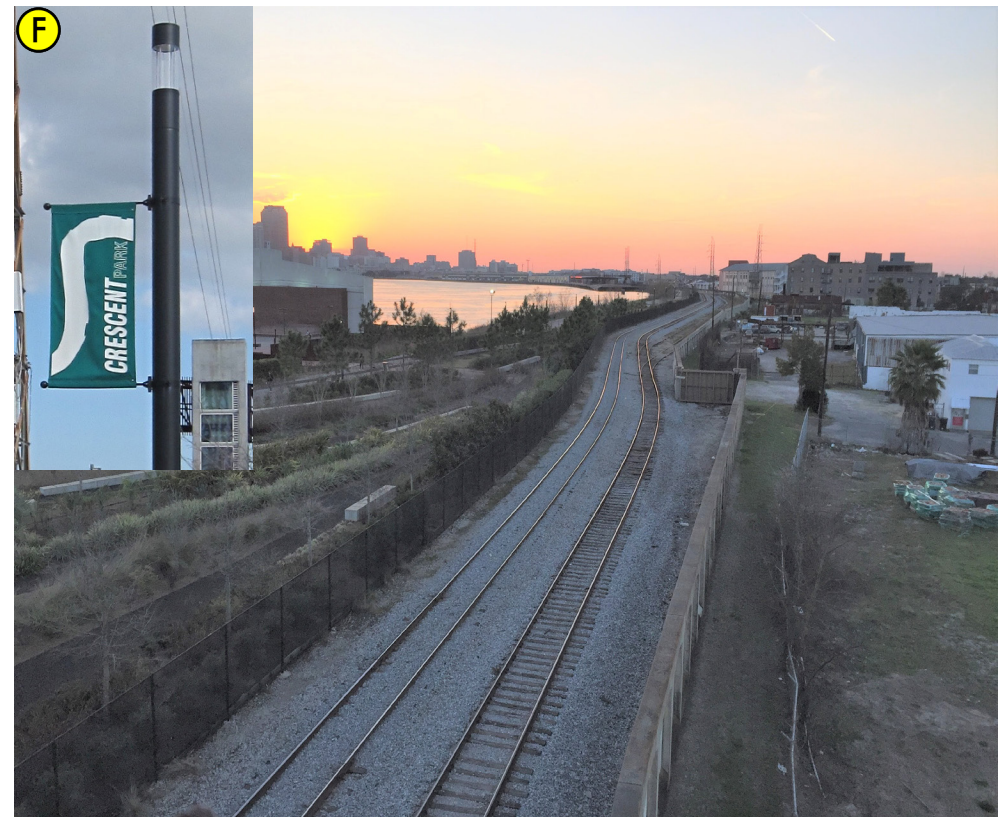
Figure 2-E - Cluster 4 Map

## Cluster 4: Elysian Fields Lots and Crescent Park

This cluster includes several FMC properties lying outside the French Quarter [Figure 2-E]. The two primary properties in this cluster are the Farmers Market parking lots on Elysian Fields operated by the French Market, as well as the entrance to Crescent Park (at the base of Elysian Fields Ave and N Peters St) which lies outside the floodwall.

### F Crescent Park

Designed by Eskew+Dumez+Ripple, this 20-acre, urban linear park spans 1.4 miles from Elysian Fields Ave in the Marigny to Mazant St in the Bywater. The park opened in two sections from 2014-15.







3

CORRIDOR STUDY

## OVERVIEW

To foster connectivity between some of the District's top destinations, the FMC has asked the UNO-PLUS team to complete a corridor study of the area between the FMC main office and the French Market including an examination of the connection to the Moonwalk and to Crescent Park.

This section of the report outlines the French Market Corridor Study which provides strategies to balance the competing needs of the roadway for pedestrians, cyclists, transit riders, and motorists.

The study provides existing conditions and specific recommendations for each of the following focus areas that make up the corridor, shown below in Figure 3-A:

- **Focus Area 1:** Moonwalk at St. Philip St N Peters St
- **Focus Area 2:** St. Philip St - Ursulines Ave
- **Focus Area 3:** Ursulines Ave - Barracks St
- **Focus Area 4:** Barracks St - Elysian Fields/Crescent Park

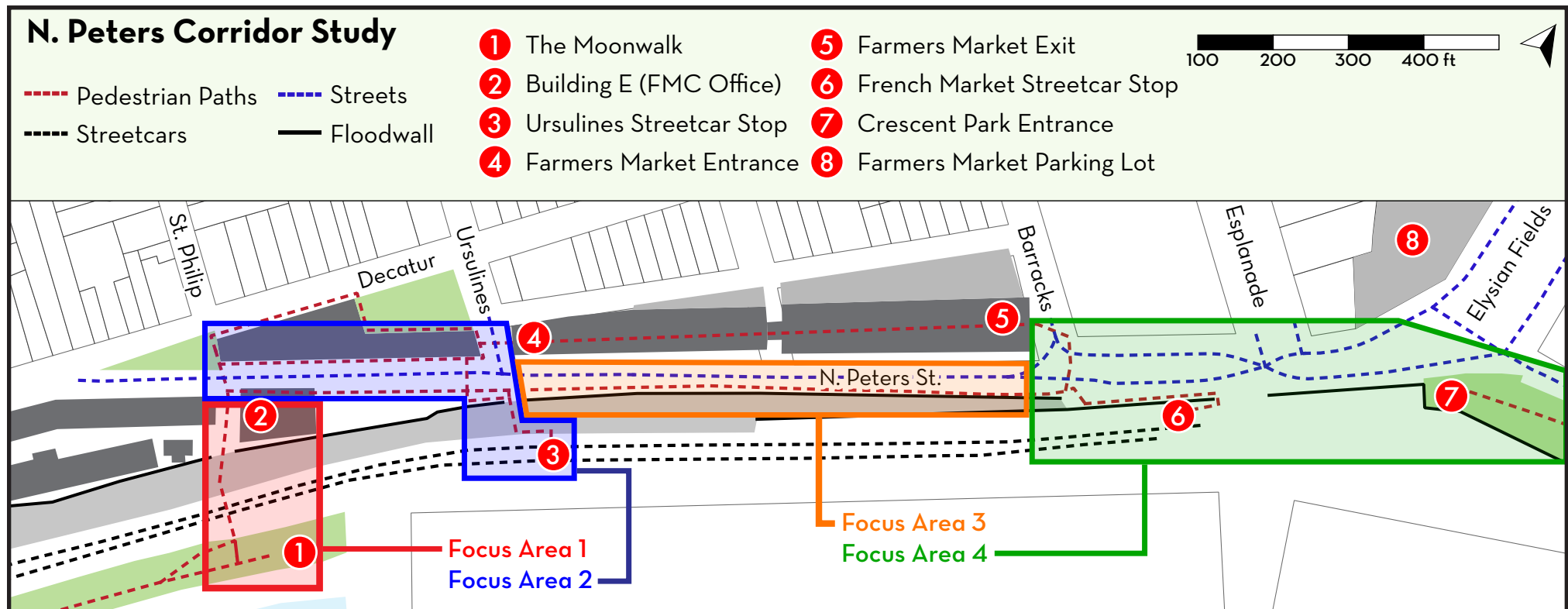


Figure 3-A - Corridor Analysis Cluster Overview





## Vision and Goals

The UNO-PLUS team proposes a transformative yet implementable vision for the multimodal French Market Corridor that includes enhanced vibrancy and sensitivity to natural and built features, where a “complete” corridor is achieved through effective implementation of goals and strategies that will help attain a safe and efficient transportation network and the highest quality of life possible.

### Goals

1. Enhance riverfront access: The Moonwalk and Crescent Park are two of the city’s primary access points to the Mississippi River. Both developments are pivotal in connecting locals and visitors with the natural environment.
2. Improve connectivity: The corridor should provide orientation to its users and connect well to top destinations like the Moonwalk, French Market, Old U.S. Mint, Crescent Park, and The Colonnades as well as to standard public amenities such as restrooms, eateries, parking, and transit stops.
3. Strengthen roadway functionality: The corridor serves multiple modes of transportation including, but not limited to, pedestrians, bicycles, pedicabs, motorists, delivery trucks, and motor coaches. Improving roadway functionality is critical to increasing user safety and efficiency.
4. Revive pedestrian, bicycle, and transit facilities: The corridor’s existing network of pedestrian, bicycle, and transit infrastructure could be improved to support convenient, safe, and comfortable travel for users of all ages and abilities.



## General Site Observations

**1. Land use:** The corridor serves a diverse range of land uses including commercial (offices, retail shops, restaurants, public parking lots, metered street parking), institutional (government-related buildings, museums), and recreational (parks, open space).

**2. Public realm:** The public realm should be safe, sustainable, and enriching, yet many storefronts and streetscapes in the corridor do not welcome users or support public needs.

**3. Transportation:** From St. Philip St to Elysian Fields Ave, N Peters St experiences high traffic across all transportation modes including:

- *Pedestrians:* N Peters St connects pedestrians to the Moonwalk, French Market, Crescent Park, workplaces, retail shops, restaurants, transit stops, and tour bus stops [Figure 3-B].
- *Cyclists:* N Peters St serves as a primary connection from the Moonwalk to Crescent Park and provides a bicycle parking station at Ursulines Ave [Figure 3-C].
- *Motorists:* N Peters St experiences heavy vehicular traffic particularly from Decatur St since it is a one-way street. Personal vehicles, transit buses, motorcoaches, delivery trucks, maintenance carts, and EMS vehicles are forced to share the road which poses a serious threat to bike and pedestrian safety.



Figure 3-B - N Peters vehicles, transit users and pedestrians



Figure 3-C - Bike Parking at Ursulines

**Table 3.1 - Safety Impact Assessment Scores**

Safety Factor	Safety Score		
	Good	Medium	Poor
1. Overall Connectivity		X	
2. Responsiveness to ped/bike demand			X
3. Pedestrian / Bicycle Crashes		X	
4. Roadway Characteristics			
• Speed	X		
• Number of lanes	X		
• Number of conflict points		X	
• Traffic direction	X		
5. Risk conditions			
• Intersections conditions			X
• Controlled stops		X	
• Roadway shoulder		X	
• ADA accessibility		X	
• Signaled or signed crossings		X	
• Protruding objects			X
<b>Overall Safety Effectiveness</b>		X	

**4. Demographics:** The UNO-PLUS team conducted a French Market Corridor Users Study using the data from the District's Customer Satisfaction Evaluation Report (2015). The Users Study provides key user demographics and identifies areas that are most frequented in the district. These are critical to examining the District's existing conditions and services and developing context-sensitive solutions that improve the built environment and overall usability. See

The survey respondents consisted of a diverse group of people. Over a third of the respondents were 51 years or older and a quarter were women in this age group [Figure 3-D]. This study reveals the importance of investing in services and amenities like clear walking paths and public spaces for social events or gatherings, both of which were highly recommended by survey respondents.

**5. Safety:** In the Louisiana Department of Transportation and Development (LaDOTD)'s 2013-2015 crash data, four pedestrian crashes occurred in the corridor on N Peters St between St. Philip and Barracks St. In order to address these safety concerns, the UNO-PLUS team evaluated the following roadway characteristics and intersection conditions to create a Safety Impact Assessment:

**Roadway Characteristics:** Speed, number of lanes, number of conflict points, traffic direction

**Risk Conditions:** Traffic and pedestrian signals, signage, curbs, striping, quality of crossing environment, protruding objects, illegal behaviors, special populations

Our field observations are summarized in Table 3.1.

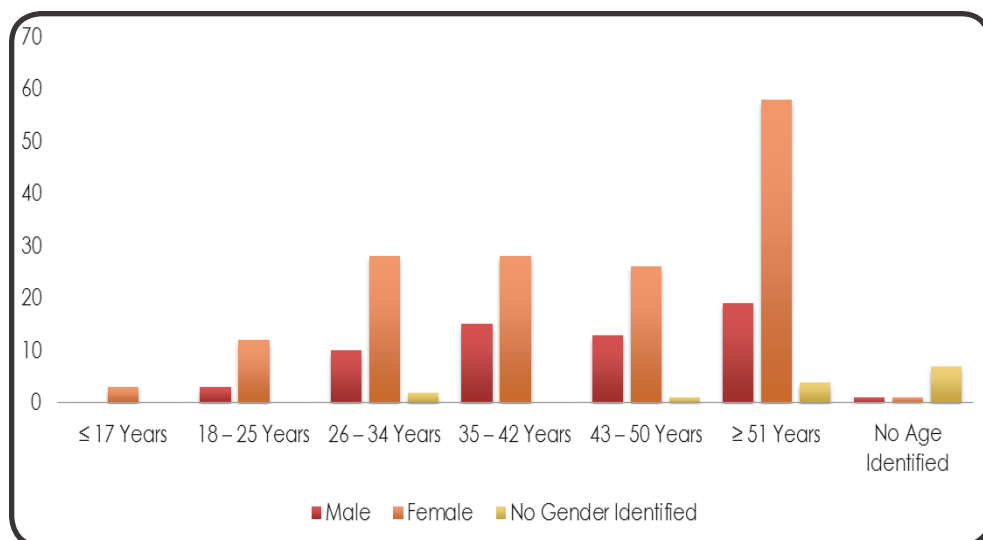


Figure 3-D - Surveyed French Market Users by Age and Gender



## Focus Area 1: Moonwalk at St. Philip St - N Peters St



Figure 3-E - Focus Area 1 Existing Conditions - Map and Photos





## Existing Conditions

- A** The Moonwalk has an abrupt ending point which may leave the user feeling confused. A plot of empty green space exists beyond the path's end.
- B** Wayfinding signage exists when entering the Moonwalk with directional arrows pointing right toward the "Aquarium," "Theater," and "Audubon Shop," but not when exiting the Moonwalk.
- C** Section 3.2.7 of the City's ADA Transition Plan states that the U.S. Access Board's Public Rights-of-Way Accessibility Guidelines (PROWAG) require detectable warning surfaces on pedestrian at-grade rail crossings not located on a street or highway. Neither side of the rail crossing at the Moonwalk has detectable warning surfaces.
- D** The French Market Parking Lot is linear, one-way, and along the river, which may enable speeding through pedestrian crosswalks. There are no pedestrian warning signs, and the existing crosswalk paint is dull.
- E** Upon entering the floodgate from the Moonwalk, a bare building face leaves little to see. This unit on this side of the historical "Red Stores" building is vacant.
- F** From the Moonwalk to the corner of N Peters and St. Philip St, down to the FMC Offices, no wayfinding signage exists for the French Market or Crescent Park. There is no bike lane on N Peters St.





## Focus Area 1: Moonwalk at St. Philip St - N Peters St



Figure 3-F - Focus Area 1 Recommendations - Map and Photos







D

## Recommendations

**A** Improve the abrupt ending to the Moonwalk through interactive elements such as a public drinking fountain or a small outdoor gym in the green space beyond the pavement. The Moonwalk Revitalization Plan by Perez, APC also includes a “new and expanded plaza” along with a “new wild grasses planting area” and “new planting boxes.”

**B** Improve wayfinding at exit with signage identifying key areas of the market and visitor locations. Identify user location and key landmarks (“New Orleans National Historical Park Visitor Center,” “French Market,” and “Crescent Park.”)

**C** Ensure that the redesign of the Moonwalk includes required safety elements such as detectable warning surfaces.

**D** Introduce traffic calming elements such as speed limit signage or raised speed reducers throughout the lot. Place “Yield to Pedestrian” at each ends of the crosswalk facing oncoming traffic.



E

**E** Enhance the physical space and overall pedestrian experience at the Red Stores end of Dutch Alley with safe design elements such as hanging plants or a vertical garden along with public amenities like street furniture and a trash/recycling receptacle.

**F** Install lively signage with directional arrows for top destinations at the N Peters St and St. Philip St intersection. Buffered bike infrastructure should be added to the entire stretch of N Peters St in this study perimeter.



## Focus Area 2: St. Philip St - Ursulines Ave

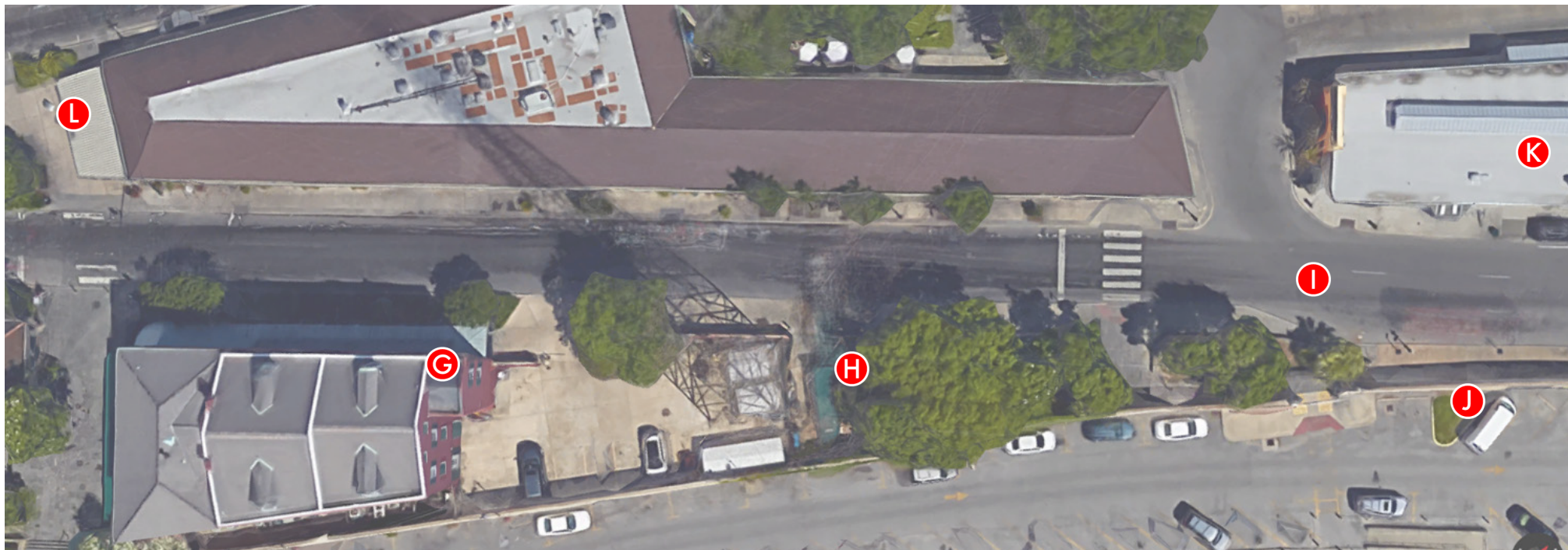


Figure 3-G - Focus Area 2 Existing Conditions - Map and Photos

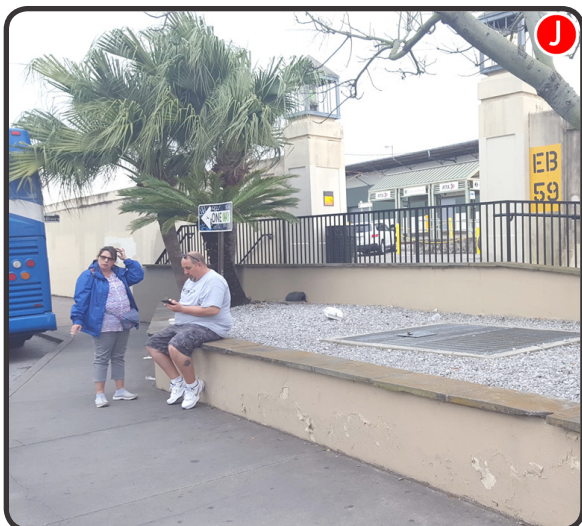




## Existing Conditions

**G** Although signage is present for the District Administrative Offices and WWOZ, additional signage can be added to make clear exactly what services these organizations offer to the public.

**H** The blank wall and space lacks vibrancy, but has great potential for improvements.



**I** The Ursulines Streetcar Station, RTA bus stop, City Sightseeing bus stop, on-street parking, and French Market create high foot and vehicular traffic at the Ursulines and N Peters St intersection. There are no pedestrian crossing signs or bike infrastructure which is a clear impediment to safety.

**J** This RTA bus stop provides adequate seating but no shelter or entertainment. It lacks the vibrancy and comfort that enhances user experience. Chapter 11 Section 4.A of the City's Master Plan states: "Continue to install comfortable, durable benches and shelters at all bus stops throughout the city and ensure adequate funding and coordination between agencies for maintenance of bus and streetcar stops."



**K** The crossing from Building D to the Farmers Market entrance lacks a marked pedestrian crosswalk. Speeding vehicles from Decatur St pose a threat to pedestrians.

**L** This area experiences a high amount of bicycle traffic but lacks parking infrastructure causing cyclists to park their bikes right next to patrons dining in the Market Café's patio seating area.



## Focus Area 2: St. Philip St - Ursulines Ave



Figure 3-H - Focus Area 2 Recommendations - Map and Photos





## Recommendations

**G** Since the FMC is a public benefits corporation, they could post a bulletin board with the information featured on their website's Public Notices page, including the dates, times, and locations of Board of Directors, Finance, Real Estate, Marketing, and Vendor committee meetings as well as public notices for interested musicians and performers. WWOZ could feature a calendar for live music or upcoming events for visitors.

**H** Directional signage and a cultural mural can liven up this blank space along N Peters St and enhance user experience. Include buffered bike infrastructure.

**I** "Yield to Pedestrian" signs can be added at the crosswalk near this multimodal transportation hub at Ursulines St. A speed limit change from 25 mph to 20 mph can be requested to the City's Traffic Division as an added safety measure. The City Planning Commission and Department of Public Works can establish reduced speed limits on city streets via "Transit Zones". Include buffered bike infrastructure.

**J** The area surrounding the Ursulines floodgate and the RTA bus stop can be revitalized into a much more enjoyable, public space by prioritizing the health, safety, and welfare of its users. The dilapidating built structure filled with rocks and dead trees can be removed. New indigenous trees, wayfinding signage for Crescent Park and the Ursulines Streetcar Station, a trash receptacle, newsstand, and new street furniture with permeable pavement can add vibrancy to the space.

**K** A raised speed bump can be added before French Market Place in conjunction with a painted crosswalk across Ursulines Ave connecting Building D and the Farmers Market.

**L** A secured bicycle parking rack can be erected outside of the Market Café.





### Focus Area 3: Ursulines Ave - Barracks St

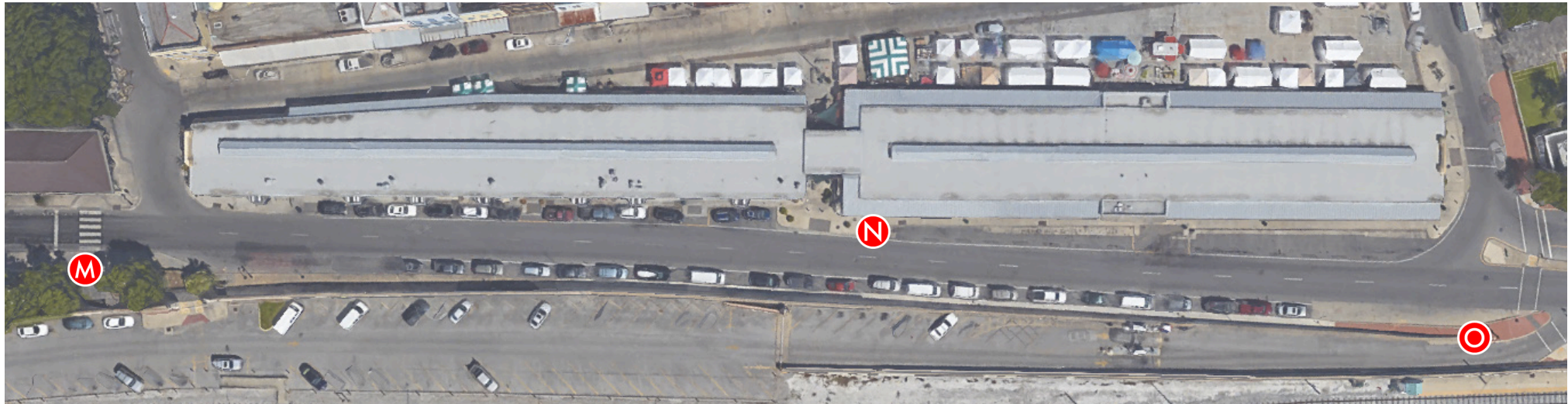
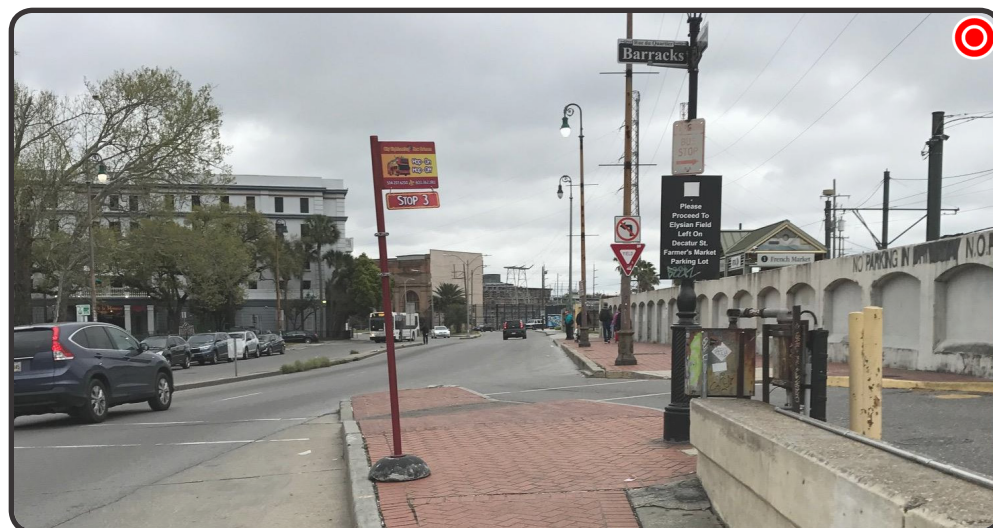


Figure 3-1 - Focus Area 3 Existing Conditions - Map and Photos



## Existing Conditions

- M The bike parking station at Ursulines Ave is the only station in this busy perimeter and can only hold seven bikes.
- N Poor sidewalk and curb conditions hinder pedestrian movement and safety.
- C An unclear sign posted at Barracks St and N Peters St reads, “Please Proceed To Elysian Field Left on Decatur St. Farmer’s Market Parking Lot.” There is no sign to alert the user of vehicular traffic from behind the floodwall to the right.



## Recommendations

- M Two additional bicycle parking racks and a tire inflation system can be installed in this area to create a “Bike-Parking Plaza” which would help accommodate the large number of cyclists on N Peters St.
- N Sidewalks and curbs should be repaired immediately to prevent injury. Encourage the city to update construction work zone permitting for safety and ADA access.
- C The unclear sign fixed to the light pole should be replaced with signage saying “Look Right” to alert the user to look for vehicles exiting the French Market parking lot. A curb bump out can be added to the left of the crosswalk. Wayfinding signage for Crescent Park, the Old U.S. Mint, and the French Market Streetcar Station can be added here as well. Include buffered bike infrastructure.



## Focus Area 4: Barracks St - Elysian Fields



Figure 3-J - Focus Area 4 Existing Conditions - Map and Photos



## Existing Conditions

- P** Facing Barracks St from N Peters St, the pedestrian must cross a long path to reach the other side, and the median curb is very narrow. Also, due to lack of signage, the user is unaware of the location of the Old U.S. Mint and Crescent Park.
- Q** This point also presents too long of a stretch for pedestrians to cross without signs or signalization. The median curb is also narrow and very unsafe. “Crescent Park” is painted on the floodwall, but it isn’t clear where the park is located. In addition, the French Market Streetcar Station is hidden behind the floodwall.





## Focus Area 4: Barracks St - Elysian Fields

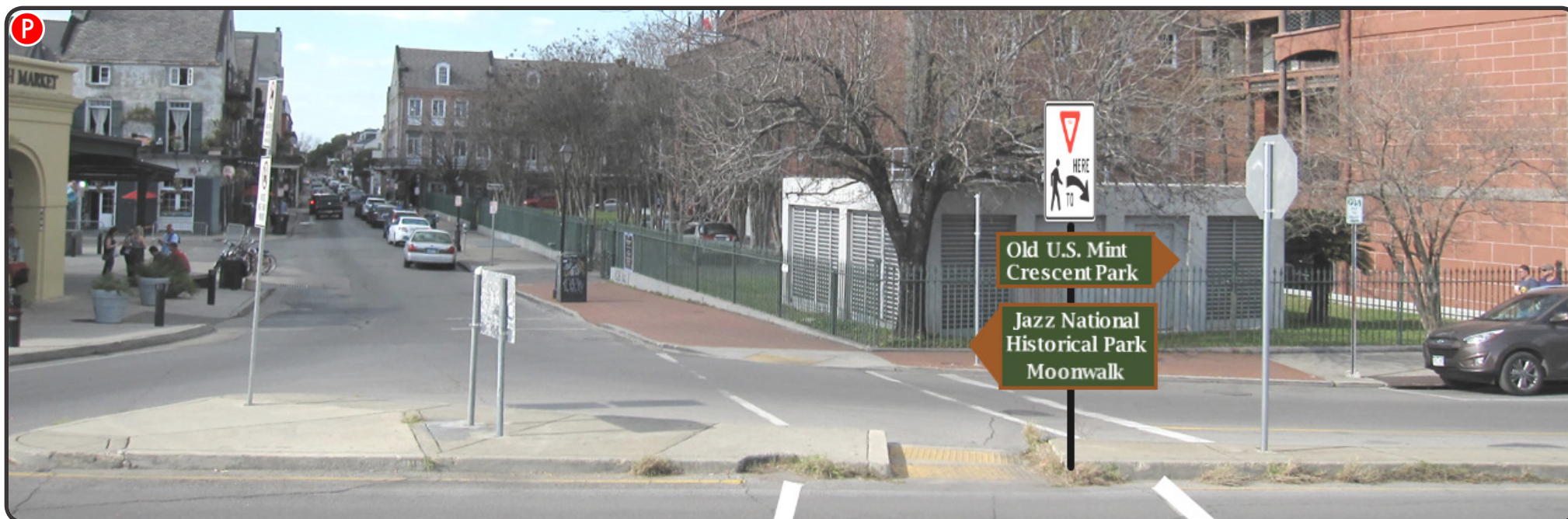


Figure 3-K - Focus Area 4 Recommendations - Map and Photos



## Recommendations

- P** A curb bump-out and electronic pedestrian crossing signals should be added to protect users from speeding vehicles and three-way traffic to and from Elysian Fields Ave and from the French Market Parking lot. Signage can be added on the median with directions facing both Barracks St and N Peters St.
- Q** A curb bump-out and pedestrian crossing signals should be added to this point on N Peters St as well. Enhanced wayfinding to the park and streetcar station would benefit the user. Include buffered bike infrastructure.



### ***Site Proposal: N. Peters Bike Lane & Multimodal Hub***

Current corridor conditions for pedestrians and cyclists are less than ideal in terms of usability and safety. Our team assumes that adding a bicycle lane and improving the pedestrian facilities will reduce the incidence rate of the collision accident. The proposal below provides a design of pedestrian and bicyclists spaces and some related works such as improving the entrances crossing Ursulines to attract more users. More discussion of technical issues is necessary to further develop this proposal.

The proposed improvements are:

- Adding a lane and parking for bicycles.
- Improving the conditions of the sidewalk from Building E to the Market (adding chairs, colored paving, and widening the sidewalk.)
- Creating a gathering space beside the entrance crossing Ursulines St.

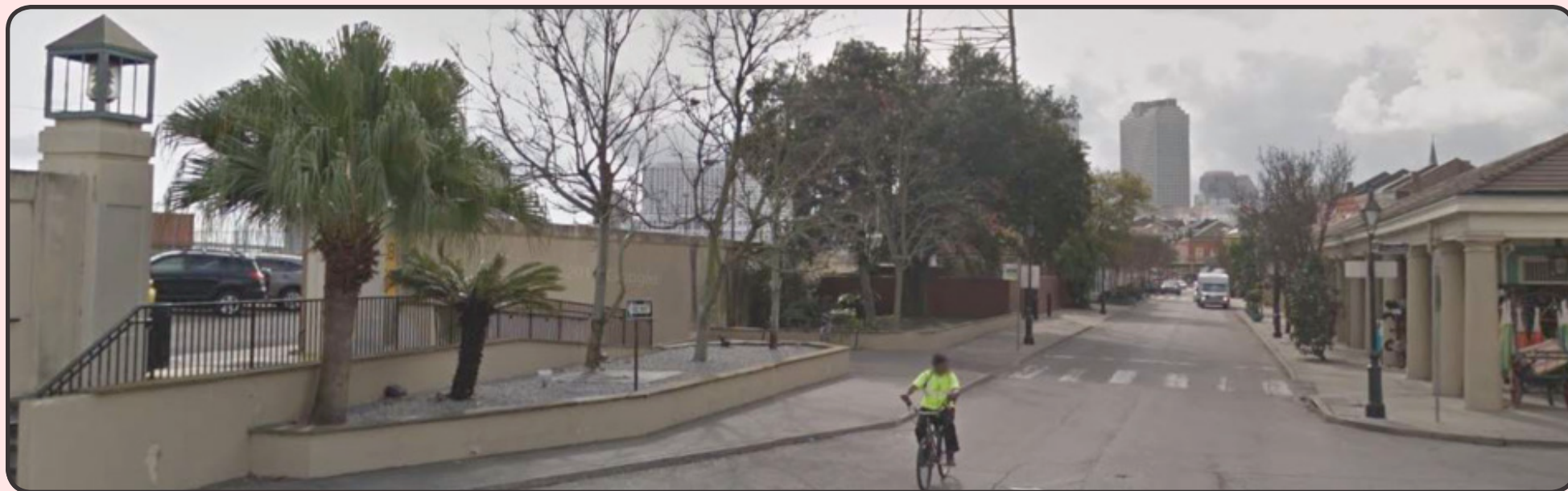


Figure 3-L - N. Peters Site Proposal - Existing Conditions





Figure 3-M - N. Peters Site Proposal - Proposed project general plan



Figure 3-N - N. Peters Site Proposal - Proposed project rendering



## PEDESTRIAN RECOMMENDATIONS SUMMARY

1. **Create a legible sidewalk network** and promote continuity by creating and reorienting walkways using active design elements, including painted markings and colored pavement.
2. **Add highly visible safety signage, signalization, and infrastructure** such as curb bump-outs to protect pedestrians throughout the corridor.
3. **Facilitate accessibility, convenience and safety** for the visual-and-hearing impaired as well as for wheelchairs, walkers, and strollers by beginning and ending crosswalks at visible ADA-compliant ramps.
4. **Add consistent wayfinding elements** to guide pedestrians to top destinations.

## BICYCLIST RECOMMENDATIONS SUMMARY

1. **Protect cyclists** by adding a buffered and dedicated bike lane to N Peters.
2. **Create a “Bike-Parking Plaza”** near the Ursulines Ave street crossing with additional parking structures and a tire inflation system to increase the number of cyclists and promote a safer cycling environment.
3. **Encourage commuting and recreational** cycling by installing signage with directions, distances, and estimated times to destinations.

## POTENTIAL FUNDING

In early 2018, LaDOTD will open the next application cycle for the **Safe Routes to Public Places Program** (inspired by the success of the Safe Routes to School Program). Improvement projects eligible for funding include, but are not limited to, pedestrian facilities (sidewalks, crosswalks, signs & signal devices), curb extensions, bicycle facilities (on-street, buffered and separated bike lanes, cycle tracks, shared-use paths), traffic calming, and enhanced signing/stripping (sharrows, bike lane markings, bike boxes, colored pavement, etc.). Federal funds cover 100% of project costs with no local match required within the limits of the LaDOTD’s project funding commitment and eligibility requirements. Requested application documentation include:

- A. Project scope
- B. Supporting data analysis and local plan, if applicable
- C. Pictures of site
- D. Map of site(s) including street names and historical districts (if applicable)
- E. Detailed and accurate cost estimate
- F. Signed certification by legal authority
- G. Responsible charge form

The Corridor Study component of this report provides sufficient data for Application Components A-D. The UNO-PLUS team strongly encourages the FMC to submit a joint application in partnership with the City of New Orleans.

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4

# WAYFINDING ANALYSIS



## OVERVIEW

As part of our long-term plan for the FMC, we conducted a comprehensive wayfinding and branding analysis to help connect the District properties. Our analysis includes an audit of existing signage, branding, and other wayfinding elements; comments on existing signage conditions, discussions of best practices in wayfinding, an examination of precedent wayfinding systems, and recommendations for the FMC as it develops wayfinding solutions.

### What is wayfinding?

Kevin Lynch invented the term “wayfinding,” and in *Image of the City* (1960), Lynch associated wayfinding with the concept of a city’s ‘imageability.’ “The ease with which [a city’s] parts can be recognized and can be organized into a coherent pattern.”

Wayfinding is extremely important, especially in a city like New Orleans where tourism is a key component of the economy. People from all over the world visit New Orleans creating a need for clear, legible signage to help them explore the city with ease. The District needs new signage that follow a strict theme to help it stand out and draw people in to visit all the district has to offer.

## What can wayfinding accomplish?

### Identity - Good wayfinding elements:

- Mark the boundaries of an area
- Visually defines/creates a sense of place
- Enhance the brand of a community
- Add to the visual appeal of an area
- Tell a story about a place

### Usability - Good wayfinding elements:

- Manage and direct traffic
- Identify destinations to users
- Are easily visible/accessible
- Are clean, legible, concise and easily understood
- Provide consistent information
- Are placed in locations useful to users
- Assist first-time visitors to an area

### Connectivity - Good wayfinding elements:

- Highlight complementary destinations to visitors
- Identify viable paths for and via different modes: pedestrians, cyclists, auto users and transit users
- Aid users’ shift between modes; i.e., from parked cars to on foot
- Identify users’ desired destinations
- Make users aware of secondary destinations
- Make arriving and leaving easy

## Precedent: Austin, TX Wayfinding Master Plan (2013)

The City of Austin, TX recently completed a comprehensive wayfinding master plan for the downtown area. Austin's downtown draws more than seven million visitors per year and the city identified the need for a comprehensive system which would aid tourists in navigating the city while serving the needs of local residents and businesses.

The master plan was a collaboration between MERJE (a national environmental graphic design firm) and several locally-based design firms. In consultation with local stakeholders, the firms and the City of Austin identified:

Wayfinding element types (vehicular, pedestrian, maps, electronic media)

- Key destinations by category and importance
- Graphic design standards for wayfinding elements
- Fabrication materials for signage
- Guidelines for signage placement
- Materials for signage
- A day-to-day management plan for the system
- Timetable and budget estimates for ongoing maintenance and replacement





## Precedent: Austin, TX Wayfinding Master Plan, ctd.

### 3.8 Section 3 - Wayfinding & Signage Analysis

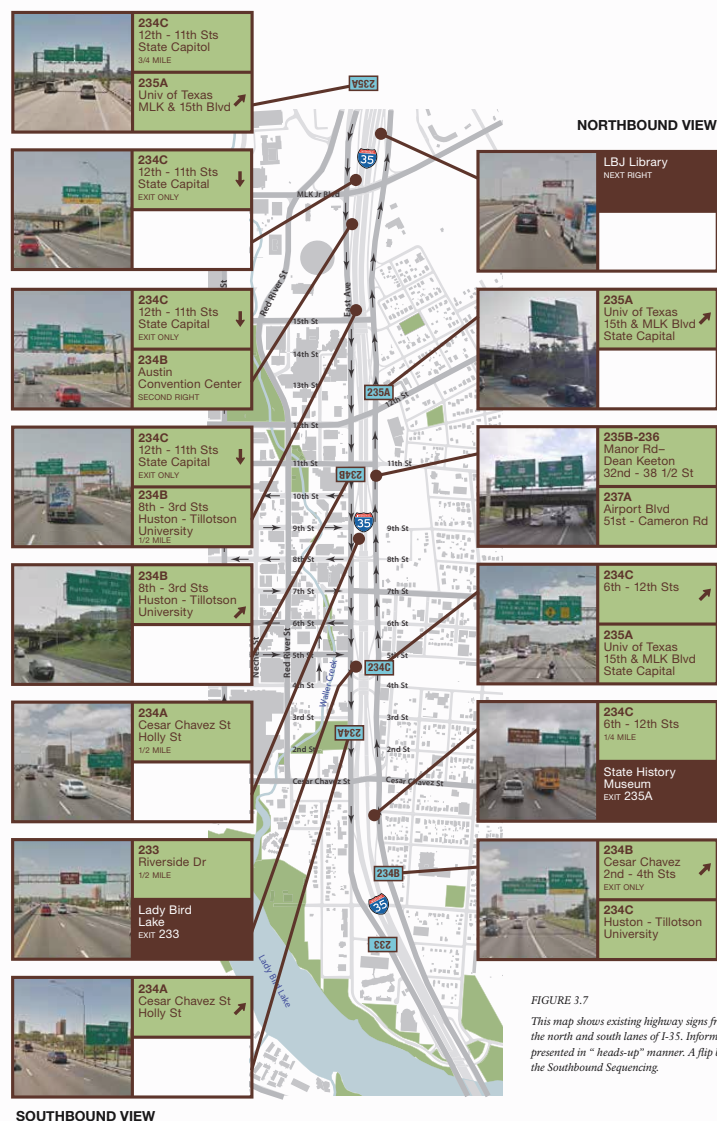


FIGURE 3.7

This map shows existing highway signs from both the north and south lanes of I-35. Information is presented in "heads-up" manner. A flip book for the Southbound Sequencing.

Figure 4-A - Austin Master Plan elements - existing signage inventory

### Section 3 - Wayfinding & Signage Analysis 3.7

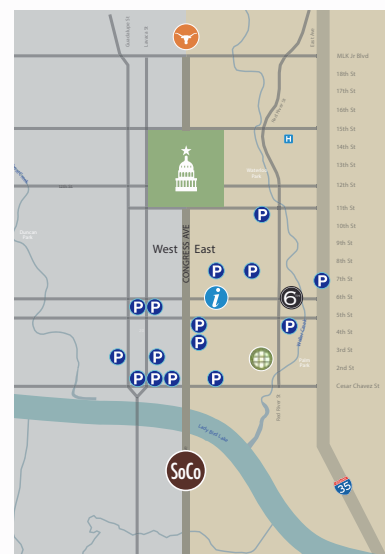
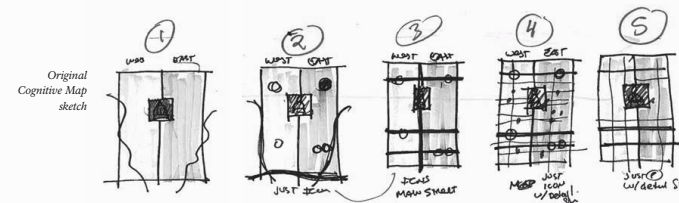


FIGURE 3.5

#### MAP WITH PARKING

Adding parking locations establishes another layer of information that helps the visitor on their journey.

1. Orientation Landmark: Capitol
2. Spine: Congress Avenue
3. Numbered Streets: 2nd, 5th, 12th, etc.
4. Iconic Primary Destinations: UT, Visitor Info, 6th Street, Convention Center, South Congress
5. Creek Network
6. Parking Facilities



FIGURE 3.6

#### MAP HIGHLIGHTING DESTINATIONS














Adding destination points helps the visitor understand what is nearby, what is far away and still maintains an orientation to downtown. Reference page 3.53 for an entire list of destinations.

Figure 4-B - Austin Master Plan elements - mapped destinations

## Design Standards

## 2.3

## Paint Colors

Name	Specification	Process
 P1 Indigo	To match PMS 296	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P2 Cook Islands Blue	To match PMS 661	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P3 Yellow Hibiscus	To match PMS 122	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P4 Crock Pot Green	To match PMS 5787	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P5 Blue Spektr	To match PMS 5493	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P6 Camille Blue	To match PMS 2925	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P7 Green Lantern	To match PMS 7483	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P8 Mozart Blue	To match PMS 444	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P9 Red Rage	To match PMS 187	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P10 Brownian Gray	To match PMS 411	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P11 Dark Red	To match PMS 7526	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P12 White	To match PMS White	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P13 Silver	To match Silver accents at City Hall	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.
 P14 Gray	To match PMS Cool Gray 11	Surface applied, exterior sign paint and protective top coat: Acrylic Polyurethane w/ Clear Coat Satin finish.

## COLORS &amp; MATERIALS

Consistent use of a color palette creates a recognizable "system".

The Color Palette found on the following pages provides a reference for specifying a paint color or material.

The Fabricator is required to submit painted color chips and material samples for approval prior to sign fabrication.

The ADA requires a minimum of 70% contrast between text and background for the legibility.

Downtown Austin Wayfinding Graphics Manual - 2.3

Figure 4-C - Austin Master Plan elements - color standards

## 2.6

## Design Standards

## PICTOGRAMS

Pictograms contribute simplicity, clarity and personality to a system. They do not require translation and can communicate across various forms of media, especially signage. They are an effective way of identifying physical elements, services or procedures.

Benefits of pictograms:

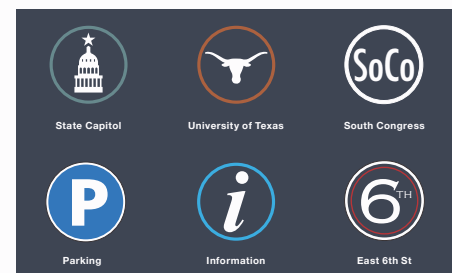
- Understandable
- Memorable
- Common Language
- Distinguishable
- Character
- Expandable

Pictograms are used only to direct to primary destinations as identified in the Criteria for Destination Inclusion. Different versions of the primary icons will be used on various wayfinding elements.

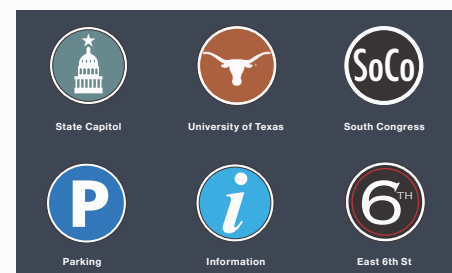
These icons represent:

- The Capitol
- University of Texas
- Convention Center
- South Congress
- Public Parking
- Information
- 6th Street

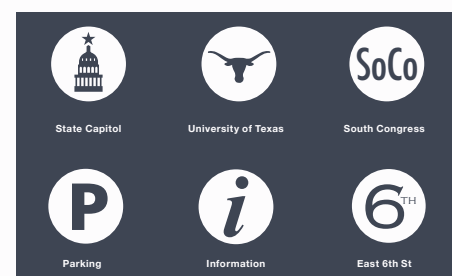
## Primary Pictograms - Vehicular &amp; Pedestrian



## Primary Pictograms - full-color (maps, web usage)



## Primary Pictograms - 1-color (for temporary signage)



2.6 - Downtown Austin Wayfinding Graphics Manual

Figure 4-D - Austin Master Plan elements - icon designs



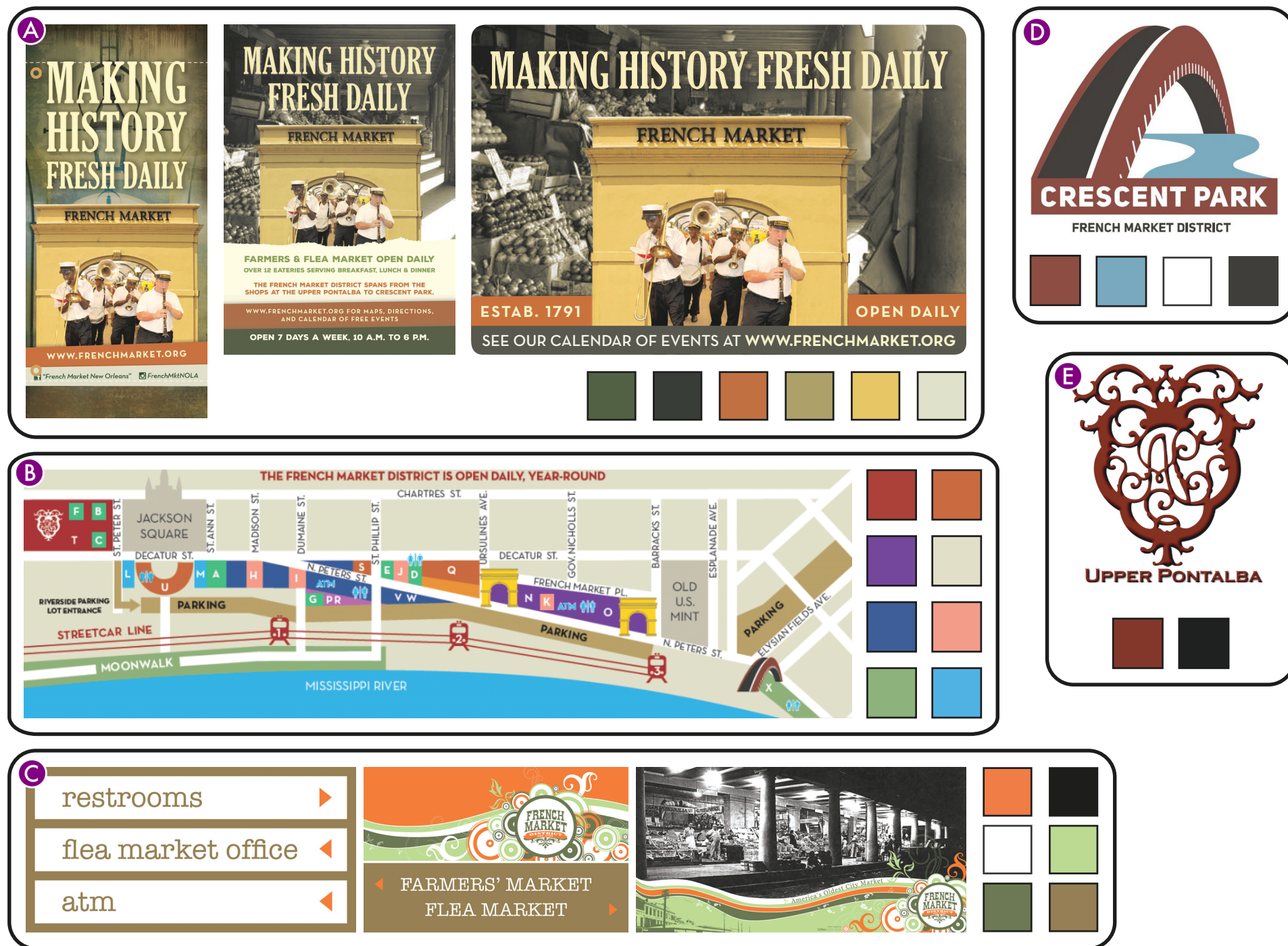


Figure 4-E - Compilation of French Market signage, advertising & branding elements

## IDENTITY ISSUES: COMPETING BRANDS & VISUAL ELEMENTS

- A** Left: hanging banner signage; center & right: advertising materials.
- B** Map (cropped); via frenchmarket.org
- C** Left & center: Farmers & Flea Market directional signage; right: flea market hanging banners
- D** Crescent Park logo and colors
- E** Upper Pontalba logo and colors

### Existing Conditions

Currently, the FMC retains separate branding schemes for Crescent Park and the Upper Pontalba, distinct from the rest of the District. This branding extends to separate logos (with distinct colors, fonts, etc.), separate websites, and separate signage. Materials for the Upper Pontalba and Crescent Park make very limited reference to the District and vice-versa.

To an extent, this is a consequence of the way the various FMC properties were brought together. The Upper Pontalba was previously managed by a separate city-owned corporation, while Crescent Park was developed prior to a body being selected to manage the park. These inconsistencies extend to the physical signage itself. Several different branding attempts are represented in French Market materials, differing in color palette, font choice, and usage of the District logo.

## Observations and Best Practices

Branding is a key component of creating a cohesive identity for a company, product or place. This extends to not only installed elements such as signage but also to public art, street signs, or landmarks that help establish an area and non-anchored elements such as web materials, advertising, and maps.

Wayfinding elements should be usable by first-time visitors to an area, a concern in a place such as the District which is frequented by tourists. Well-designed signage can help a lost tourist, but branding can take it to the next level by giving the tourist an identity to the area they are in.



## Identity Issues: Competing Slogans

- F** “Hip Scene, Historic Setting.” Via frenchmarket.org
- G** “Making History Fresh Daily.” Via FMC Advertising Materials.
- H** “3 Centuries of History, 6 Blocks of Shopping, Open 7 Days A Week.” Via Dutch Alley Banner Signage.

### Existing Conditions

In the FMC’s Customer Satisfaction Evaluation Report (2015), those surveyed were given five slogans and were asked to choose their favorite. A total of 95 responses were recorded [Table 4.1].

Several of these slogans are currently in use in district signage, advertisements, and web materials. Other slogans not included in the survey were found in signage and other materials (“Making History Fresh Daily,” etc.).



Figure 4-F - Compilation of FMC Slogan Elements

Table 4.1 - Customer Survey Results, French Market Slogans\*

Slogan	Favorite	%
Three Centuries of History. Six Blocks of Shopping. Open 7 Days a Week.	30	31.6%
Homegrown and Handmade since 1791.	27	28.4%
Find it all at the French Market.	14	14.7%
Hip Scene. Historic Setting.	8	8.4%
Making History since 1791.	8	8.4%
No Answer	8	8.4%
TOTAL	95	100.0%

\* Source: French Market Customer Survey, 2015

**Table 4.2 - Most Liked Slogans\***

Slogan	Corporation
Melts in your mouth, not in your hand	M&Ms
The few, the proud, the Marines	United States Marines
What happens in Vegas, stays in Vegas	Las Vegas Tourism Board
The happiest place on the earth	Disneyland
Easy breezy beautiful	Covergirl
Eat fresh	Subway
Red Bull gives you wings	Red Bull
Think outside the bun	Taco Bell
Got milk?	Multiple
Get in the Zone	AutoZone

**Table 4.3 - Most Recalled Slogans\***

Slogan	Corporation
Just do it!	Nike
I'm lovin' it	McDonald's
Have it your way	Burger King
Melts in your mouth, not in your hand	M&Ms
Got milk?	Multiple
Eat fresh	Subway
Mmm mmm good!	Campbell Soup
You're in good hands with Allstate	Allstate
Think outside the bun	Taco Bell
The ultimate driving machine	BMW

## Observations and Best Practices

A good logo or slogan should be short, consistent, and distinctive, and should be crafted with a specific target audience in mind.

We believe that the slogan chosen in the survey ("Three Centuries of History, Six Blocks of Shopping, Seven Days a Week,") is too long and does not adequately distinguish the district from the rest of New Orleans, where the entire city congruently has a deep history and plenty of shopping with places that never close. The competing slogans detract from the cohesiveness of the District.

\*Tables via Dass, M., et al., A study of the antecedents of slogan liking, *Journal of Business Research* (2014), <http://dx.doi.org/10.1016/j.jbusres.2014.05.004>



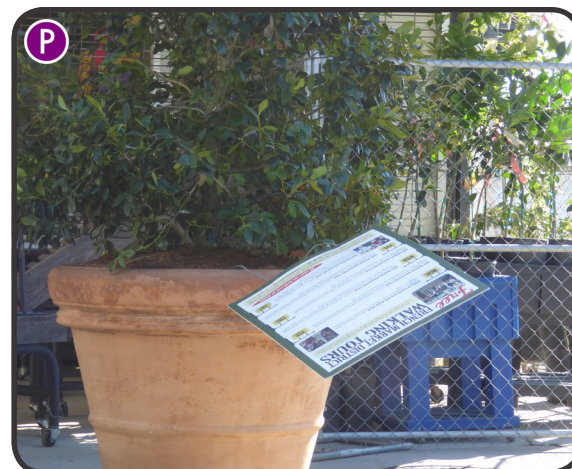


Figure 4-G - Compilation of Temporary and Distressed Signage

## Usability Issues: Signage Material and Upkeep

- I** Hanging banner, (cloth) Dutch Alley. Tangled by wind.
- J** Pole banner, (cloth) Dutch Alley. Damage to banner mount.
- K** Directional signage for parking (thin sheet metal), N. Peters st. Graffiti, structural deformation at corners, FMC logo covered or removed.
- L** Park hours signage (thin sheet metal), Woldenberg Park. Deformation & graffiti (obscures information)
- M** Latrobe Park location & hours (coated aluminum). Graffiti & defaced coating.
- N** Self-park instructions, (plastic or coroplast) Elysian Fields. Newer coating has peeled away from older sign.
- O** Parking directions, (coroplast) Elysian Fields. Water damage; FMC logo faded or intentionally removed.
- P** Walking Tours sign (coroplast), French Market. Collapsed metal mount.
- Q** Restroom sign (coroplast), Dutch Alley. Water & weater damage.

## Existing Conditions

The District generally lacks permanent signage. Much of the current French Market signage, indoor and outdoor, is made of temporary materials such as coroplast (corrugated plastic) for mounted signage, or cloth and vinyl for banner signage.

## Observations and Best Practices

Given the expense of permanent wayfinding elements, communities frequently design certain portions of a wayfinding system to be easily updated (i.e., maps, retail directories), while other elements are designed to be permanent (gateway signs, district identity signs, vehicular wayfinding). Organizations and communities should specify an intended lifespan for elements of a wayfinding program (1-20 years) when designing elements of a wayfinding program and selecting signage materials.

The FMC's lack of durable signage contributes to the lack of signage consistency, as signs fall apart frequently and require multiple rounds of replacement.



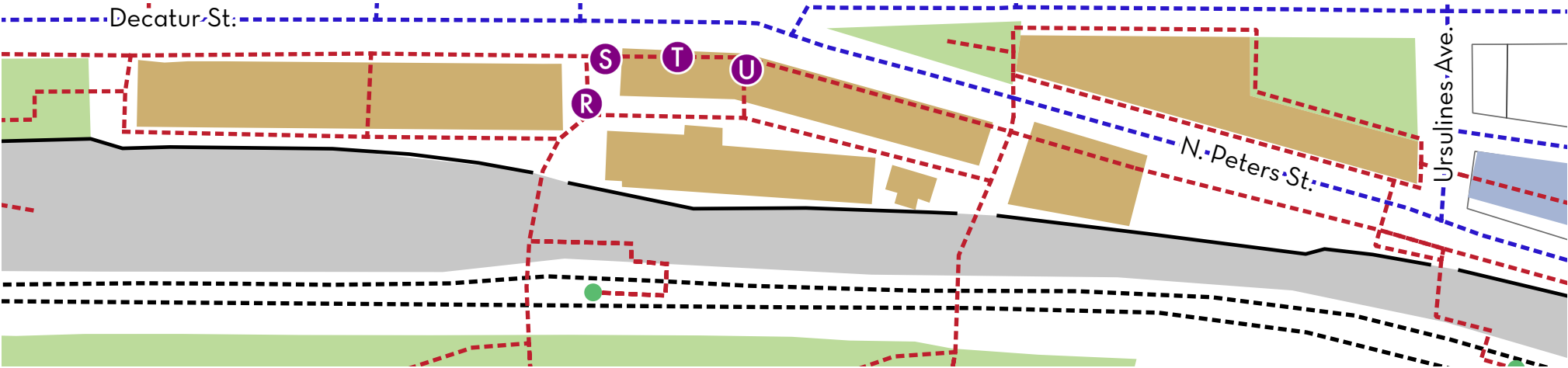


Figure 4-H - Compilation of Map Signage Throughout District



## Usability Issues: Map Installations & Directional Signage

- R** Directional Banner, Dutch Alley
- S** Map and Retail Directory, Building B (Dumaine Floodgate)
- T** Map and Retail Directory, Building B (Liberty Bank)
- U** Map and Retail Directory, Building B (to Dutch Alley)

## Existing Conditions

Currently, only three physical maps are installed within the French Market, all of which are clustered around Building B in the Colonnades (a similar map is shown on the District website).

Maps do not identify floodwall crossings, pedestrian paths, tour locations, Crescent Park, the Moonwalk, Elysian Fields parking lots or the locations of most retail establishments. Streetcar stops are not identified by name. The website map addresses several of these issues but lacks essential navigational information (paths and buildings).

## Observations and Best Practices

One of the challenges of developing good, permanent map installations is that mapped elements may change over time. This is obviously a challenge for the District due to the incorporation of new property into the district, as well as retail turnover.

Current District maps are a synthesis of a shopping mall retail directory and a historic district map but offer the benefits of neither. The lack of buildings and pedestrian pathways displayed significantly limits the maps' use as a wayfinding tool. Simultaneously, the lack of retail location information makes the maps unsuitable as a comprehensive retail directory.





## Connectivity Issues: Parking Signage

- V Parking Location signage, St. Peter and Decatur.
- W Parking Entry signage, St. Peter, prior to floodwall.
- K Parking Exit Signage, N. Peters and Esplanade (see above))

### Existing Conditions

The District website currently directs all vehicular traffic to the main French Market parking lot, accessible via St. Peter St. Currently, there are only two parking signs directing traffic to this lot, both located along St. Peter St. At present, no permanent signage exists to direct vehicular traffic to the French Market-owned parking lot at Elysian Fields.

In addition, there is no signage at either lot to direct customers to the French Market.

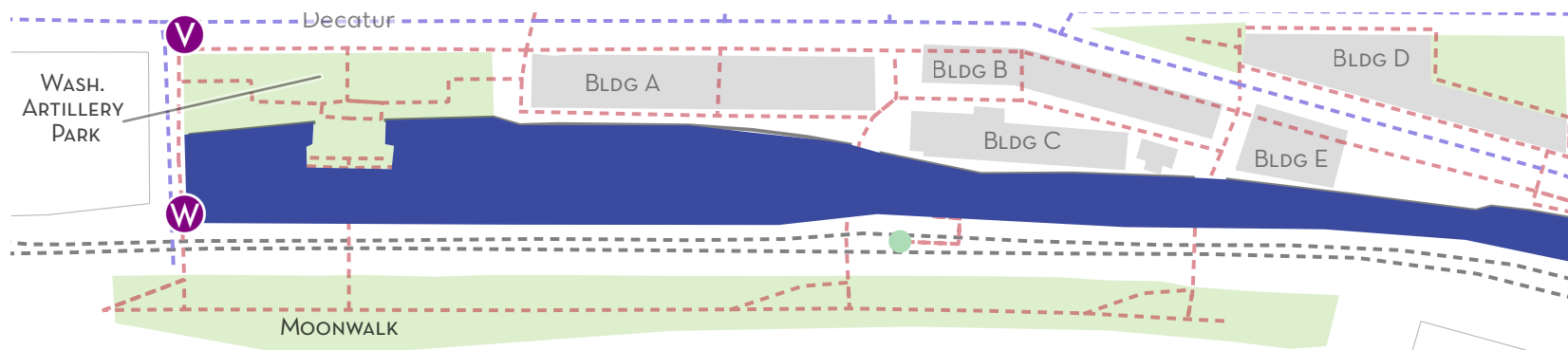


Figure 4-I - Diagram of French Market Parking and Parking navigational signage

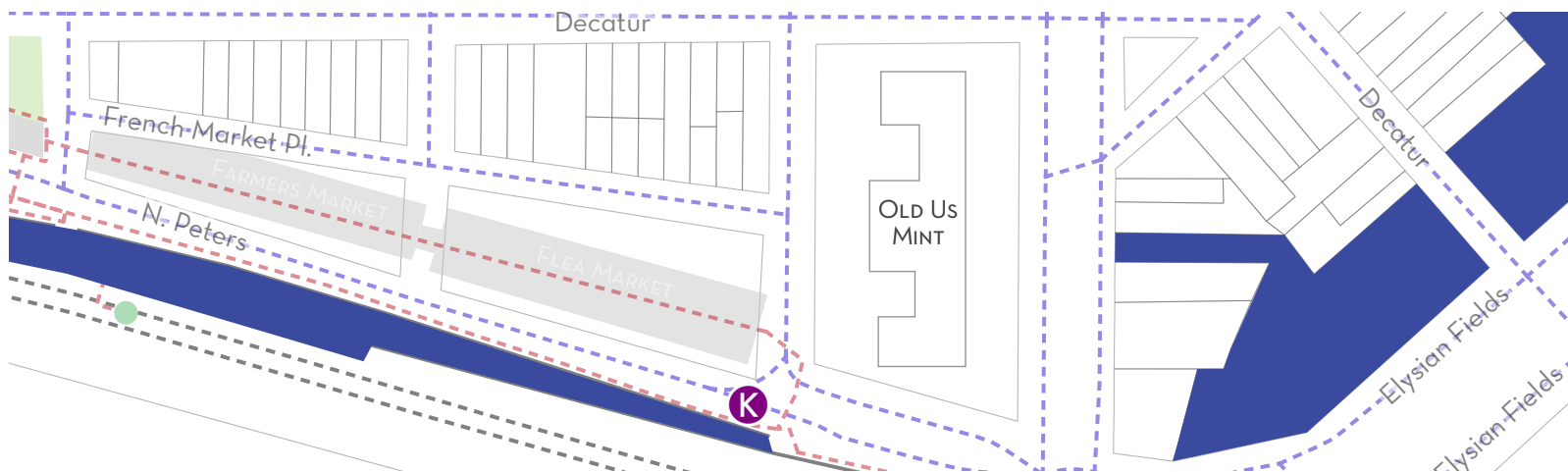


## Observations and Best Practices

Effective wayfinding should efficiently guide vehicular traffic to parking destinations. Once there, customers should be able to orient themselves with relative ease and find destinations on foot.

District customers have expressed dissatisfaction with parking at the French Market. In the FMC's 2015 Customer Satisfaction Evaluation Report, visitors were asked to rate the District as "excellent," "good," "neutral," "poor," or "very poor" for different service offerings. Parking was the only area (out of eleven evaluated) where most customers gave ratings of "neutral" or worse. Only twenty percent of customers rated "Places to Park" as "excellent" or "good."

The structure of the lot presents unique navigational difficulties. It stretches for a full six blocks behind Decatur and North Peters streets, with a single entrance at Jackson Square and a single exit immediately past Barracks St. As it would be nearly impossible to add additional entrances or exits to the lot in any practical manner, it is essential that the French Market lots be made as easy to find as possible through effective signage.





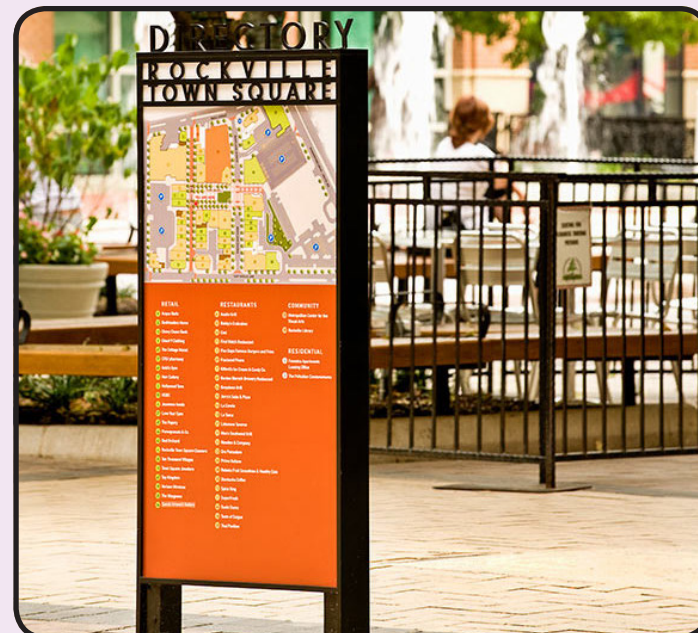
## Precedent: Rockville Town Center; Rockville, MD

Completed: 2007. Designer: Selbert Perkins. Integrated wayfinding system featuring pedestrian and vehicular sign elements & accompanying website with interactive map.



Figure 4-J - Compilation of wayfinding elements: Rockville Town Square





Images via Selbert Perkins & Rockville Town Center website.



## SUMMARY RECOMMENDATIONS

**Unite the District under one common logo.** We recommend using the current District logo as a base to be used for all the properties in the District.

**Choose one slogan and stick with it.** There should only be one slogan that represents the entire district. We recommend choosing one of the current slogans already in place or coming up with a new slogan that better encompasses what the District offers. This slogan should be easy to remember, but still unique to help the District stand out.

**Consider the longevity of district signage.** The FMC should incorporate a “Materials Study” as part of a comprehensive wayfinding plan. To the extent that the FMC continues to rely upon temporary signage in the near term, the FMC should maintain a stock of spare signage to allow for prompt and consistent replacement of signage. The FMC should continue to keep signage in good order until it can be replaced, including signage along the Moonwalk.

**Add permanent navigational elements** such as maps and directional signage. The FMC should consider developing a permanent set of wayfinding-oriented maps that display essential information for visitors that is unlikely to change over time. This might include: the location of the core buildings and parks of the District and the location of pedestrian paths and gateways. The FMC should consider navigational decision points within the District for pedestrians, bikes, and vehicles [Figure 4-K].

**Improve navigation to and from French Market parking.** The FMC should take steps to install signage and other wayfinding infrastructure behind the floodwall to guide parked customers to destinations within the district. Such signage will assist not only vehicular traffic, but customers arriving to the market via streetcar.

**Adopt district-wide design standards for wayfinding signage.** We recommend the FMC continue to use the current color scheme of the current District logo (dark green, burnt orange, and white), while ensuring that fonts and other graphic elements remain consistent.

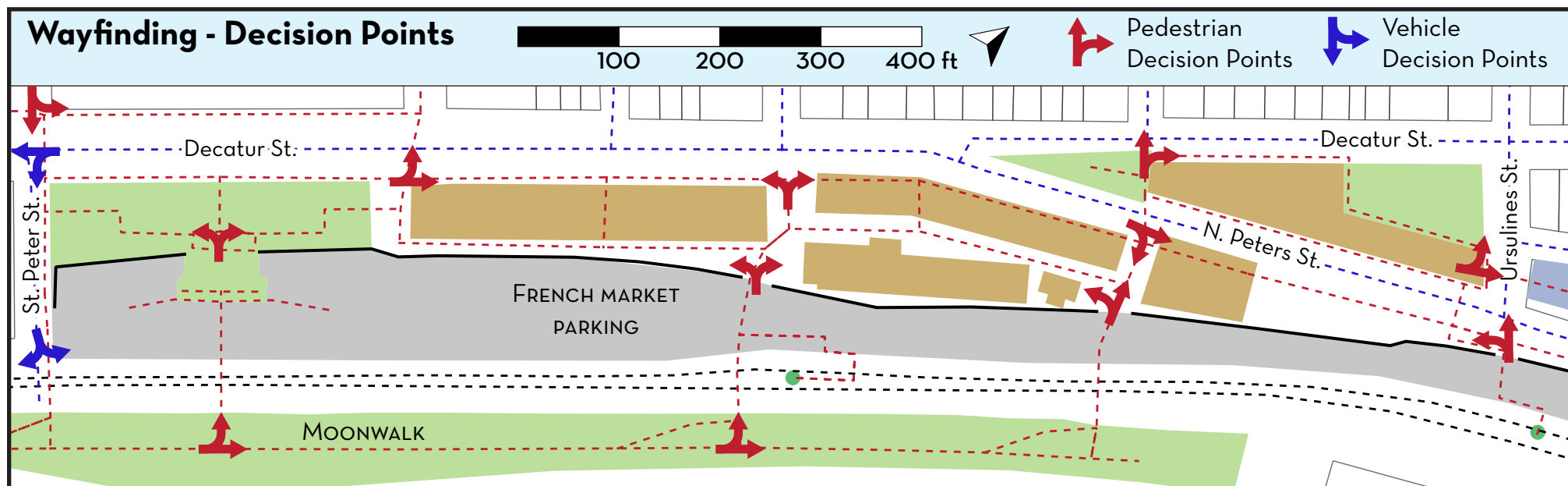


Figure 4-K - Diagram of pedestrian and vehicular decision points within the District

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5

# RETAIL ANALYSIS



## OVERVIEW

The FMC asked the team to evaluate current and potential future revenue sources from its properties, with a specific emphasis on the following:

- Lease structures of brick-and-mortar tenants
- Retail types appropriate for the district
- Redevelopment potential of the Elysian Fields parking lots

In this section, we offer an overview of current District revenue sources, with comments on the prevailing tenant lease structure. From there we provide clustered breakdowns of retail activity in different parts of the district, and conclude with recommendations for activating retail activity within the district.

## Observations on District-Wide Revenues

Table 5.1 and Table 5.2 give breakdowns of total FMC revenues and FMC parking revenue, respectively.\* Overall, more than two-thirds of revenue from French Market operations come from parking and lease revenues. Nearly three-quarters of the parking revenue come from the French Market lot running parallel to the river. This suggests that a potential redevelopment of one or both Elysian Fields lots would not result in a substantial loss of revenue during site construction (i.e. when these spaces would not be generating revenue).

The third significant source of revenue comes from Flea Market vendors. Flea Market revenues are not considered lease revenue as Flea Market vendors are not leaseholders.

## Retail Clusters

Previous appraisals of French Market properties have indicated that gross revenue (and consequently, lease revenue) increases with relative proximity to Jackson Square. We have organized our retail profile accordingly, breaking retail properties into clusters as identified in the Site Inventory section of this report.

Café Du Monde, located at the corner of Jackson Square within Colonnades Building A, straddles two of the retail clusters mentioned here, and will be discussed separately at some length, as the property differs from other retail tenants in terms of revenue and other operating factors.

## Lease Structures and Rental Revenue

Most commercial spaces in the French Market are rented through triple net lease structures: tenants commit to pay a minimum monthly dollar figure (Minimum Monthly Revenue, or MMR) or a percentage of net revenue (7 or 8%, depending on tenant type), whichever is greater. Tenants pay the MMR rent on the first of the month, and

**Table 5.1 - Total Revenue - 2015 Calendar Year**

TOTAL REVENUE	\$11,068,382.6	100.0%
COMMERCIAL RENTAL REVENUE	\$4,343,960.7	39.2%
Minimum Monthly Revenue (MMR)	\$2,132,825.9	19.3%
Common Area Maintenance Charge	\$606,633.8	5.5%
Percentage Revenue (less MMR)	\$1,604,501.0	14.5%
PARKING REVENUE	\$3,050,509.0	27.6%
FLEA MARKET REVENUE	\$1,862,736.8	16.8%
RESIDENTIAL REVENUE	\$1,100,001.4	9.9%
ADVERTISING REVENUE	\$362,347.5	3.3%
FARMERS' MARKET REVENUE	\$198,096.0	1.8%
ANCILARY REVENUE	\$150,731.3	1.4%

\*NOTE: Total revenues were provided through the end of 2015; Parking revenues were provided for the most recent calendar year

**Table 5.2 - Parking Revenue - 2016 Calendar Year**

Item	Annual Total	% Total
TOTAL PARKING REVENUE	\$3,020,324.5	100.0%
French Market Lot	\$2,195,883.5	72.7%
Farmers' Market Lot	\$556,423.0	18.4%

**Table 5.3 - Non-Retail Commercial Spaces**

Address	Location	Name	SF
916 N Peters	Bldg C	National Jazz Park	2,139
921 N Peters	Bldg C	FMC Storage	N/A
1008 N Peters # 100	Bldg E	Vacant	3,637
1008 N Peters # 200	Bldg E	WWOZ	3,291
1008 N Peters #300	Bldg E	FMC Main Office	7,636

pay the remaining balance (the percentage revenue less MMR) on the 20th of the month.

In practice, the most significant figure in determining rental revenue collected by the FMC is tenants' gross monthly revenue (total and per square foot). Consequently, we have focused our analysis on the revenue profiles of the French Market commercial tenants.

Average monthly revenue is calculated for tenants based upon retail revenue data provided by the FMC, prorated to adjust for spaces which were rented after the beginning of the 2016 calendar year. Square footage of rented spaces has been taken from leased data when available. When not available, square footage has been taken from prior square footage assessments of the District.

### Exclusion of Non-Retail Spaces

For the purposes of this analysis, several non-retail spaces have been excluded. These include the spaces listed in Table 5.3.

Building E: Neither of the two leasable spaces in Building E are currently leased to retail tenants. The first floor is primarily vacant and undergoing renovations, the second floor is leased to WWOZ, a nonprofit, and the third floor houses the FMC Administrative Offices.

Building C - 916 N Peters St: This space is leased to the New Orleans Jazz National Historical Park (via the General Services Administration), without a triple-net lease structure, and is currently undergoing renovation. Park staff offer several services for French Market guests which are not reflected in the dollar lease figure, including free tours of the district and weekly performances in the Farmers Market. It has been described to us as the "de facto Visitors Center for the French Market" [Figure 5-A].



Figure 5-A - French Market walking tour signage, New Orleans Jazz National Historic Park



## Cluster 1: Jackson Square

This cluster includes the properties immediately adjacent to Jackson Square, including the 14 retail tenants of the Upper Pontalba, including the tenants along the Decatur and Chartres street sides of the Upper Pontalba which are accessible via the Jackson Square pedestrian mall. It also includes several leased spaces on the south side of Decatur St: two spaces beneath Washington Artillery Park and a 10 x 10 square foot (SF) kiosk between the park and Café du Monde. Café du Monde itself, located in Building A, extends its operations into the study area via a covered seating area on the pedestrianized corner of St. Ann and Decatur streets.

### Initial Observations

This study area has some of the highest foot traffic of any area in New Orleans (as measured by UNO's Pedestrian Bicycle Resource Initiative counts). The Upper Pontalba is anchored by two restaurant tenants (Café Pontalba and the Corner Oyster Bar) along with one coffee shop and numerous retail tenants. Revenue per square foot varies wildly even for adjacent spaces, as seen with revenue per square foot for the Gray Line Kiosk and Gallery Cayenne, which sit close to one another [Table 5.5].

Washington Artillery Park serves as a key gateway into the District, and two of the three spaces adjacent to the park are tour service oriented. It should be noted that although City Sightseeing holds the lease rights to more than 1,200 SF of space, in practice its operations are generally confined to the 475 SF of enclosed space and gateway area beneath the park. Both tour services generate high revenues without needing space to store and display inventory.

The Corner Oyster Bar and Café Pontalba generate the highest gross revenue of all commercial tenants in Cluster 1, and the highest and third-highest per-foot revenues in the Upper Pontalba, respectively [Table 5.4]. Both tenants are located at major pedestrian in-

tersections and are street-adjacent, unlike the majority of Upper Pontalba tenants located along the Jackson Square Pedestrian Mall. Both restaurant tenants have evening operating hours, in contrast to the Upper Pontalba's other retail spaces, which close at 6PM.

**Table 5.4 - Retail - Upper Pontalba**

Address	Name	SF	Sales/mo	Sales/SF/mo
500 St Peter	Corner Oyster House	3,083	\$184,664	\$60
504 St Peter	N.O.S.O.C	372	\$21,707	\$58
510 St Peter	Aerosoles	1,092	\$47,453	\$43
514 St Peter	Cella's	1,063	\$25,498	\$24
518 St Peter	A Simpler Time	1,103	\$48,328	\$44
522 St Peter	Rendevous	1,087	\$29,150	\$27
524 St Peter	Ooh La La	1,080	\$32,005	\$30
528 St Peter	Nola Couture	1,072	\$37,411	\$35
532 St Peter	Muse	1,114	\$31,106	\$28
536 St Peter	Shushan's	989	\$63,309	\$64
542 St Peter	OMG	384	\$10,102	\$26
546 St Peter	Café Pontalba	3,083	\$211,422	\$69
630 Chartres	PJ's Coffee	1,335	\$34,965	\$26
631 Decatur	The Fudgery	860	\$47,571	\$55
<b>Upper Pontalba Total</b>		<b>17,717</b>	<b>\$824,691</b>	<b>\$47</b>

**Table 5.5 - Retail - Washington Artillery Park**

Address	Name	SF	Sales/mo	Sales/SF/mo
N/A	Gray Line	100	\$38,734	\$387
702 Decatur	Gallery Cayenne	1,684	\$6,251	\$4
700 Decatur	City Sightseeing	1,274	\$67,527	\$53
<b>Washington Artillery Park Total</b>		<b>3,058</b>	<b>\$112,512</b>	<b>\$37</b>

**Table 5.6 - Retail - Buildings A-D**

Building A	Name	SF	Sales/mo	Sales/SF/mo
800 Decatur	Café du Monde*	5,781	\$1,041,306	\$180
810 Decatur	Aunt Sally's	2,420	\$208,777	\$86
812 Decatur	Voodoo Harley	1,467	\$101,280	\$69
816 Decatur	Head to Toe	1,058	\$51,634	\$49
820 Decatur	All That Jazz	1,658	\$80,575	\$49
824 Decatur	WhatsNew	1,228	\$40,295	\$33
832 Decatur	Belle Louisiane	1,179	\$46,332	\$39
848 Decatur	Evans Creole Candy*	2,037	\$54,806	\$27
<b>Building A Total</b>		<b>16,829</b>	<b>\$1,625,005</b>	<b>\$97</b>
<b>Building A (Minus Cafe du Monde)</b>		<b>11,048</b>	<b>\$583,699</b>	<b>\$53</b>
Building B	Name	SF	Sales/mo	Sales/SF/mo
900 Decatur	Little Toy Shop	1042	\$47,041	\$45
910 Decatur	A Tisket A Tasket	737	\$11,409	\$15
910B Decatur	Liberty Bank	337	\$4,923	\$15
912B Decatur	Optical Shop	410	\$18,449	\$45
916 Decatur	N'Awlins Sports	1368	\$32,394	\$24
930 Decatur	Baby One	763	\$21,904	\$29
940 Decatur	Pop City	1384	\$46,477	\$34
<b>Building B Total</b>		<b>6,041</b>	<b>\$182,596</b>	<b>\$30</b>
Building C	Name	SF	Sales/mo	Sales/SF/mo
912 N Peters	D.A. Artist Co-Op	3,028	\$54,857	\$18
914 N Peters	Marche	9,479	\$107,195	\$11
<b>Building C Total</b>		<b>12,507</b>	<b>\$162,053</b>	<b>\$13</b>
Building D	Name	SF	Sales/mo	Sales/SF/mo
1000 Decatur	Market Café	5,172	\$301,567	\$58
1010 Decatur	Southern Candy	789	\$70,548	\$89
1016 Decatur	Gazebo Café	4,843	\$142,144	\$29
1021 N Peters	African Art	242	\$7,865	\$32
1023 N Peters	Lalosh Silver	270	\$10,990	\$41
1025 N Peters	Latin Hand's	512	\$43,268	\$85
<b>Building D Total</b>		<b>11,828</b>	<b>\$576,381</b>	<b>\$49</b>

\* Estimated from combined leaseholder revenues reported by Cafe du Monde

## Cluster 2: The Colonnades

Cluster 2 includes Buildings A through E, collectively constituting the Colonnades portion of the District (Building E, which currently has no commercial tenants, is omitted here). This area stretches three blocks along Decatur and St. Peters streets.

### Initial Observations

On site visits, team members observed that retail spaces near Café du Monde benefit from the high volume of business at the café resulting in overflow foot traffic to nearby stores. Two adjacent tenants (Aunt Sally's and Voodoo Harley Davidson) generate the second- and third- highest revenues within Building A, with both spaces receiving foot traffic from customers waiting for tables [Table 5.6], as does the Gray Line kiosk [Table 5.5].

Uniquely among all District commercial spaces, Café du Monde operates 24 hours/day, on all days except Christmas.

Building C generates the lowest revenue out of all buildings within the district, by a significant margin. It is the only District building that lacks any access to the street grid.



## Cluster 3: Farmers' Market

Cluster 3 comprises the Farmers Market Sheds portion of the District, which includes the Flea Market [Table 5.7].

In contrast to Clusters 1-2, a significant portion of revenue from this area comes from non-lease revenue, as flea market vendors are not considered to be leaseholders. Various vendors without leases are present on a periodic or rotating basis (the Wednesday Farmers Market, rotating arts vendors, etc).

### Initial Observations

The majority of permanent vendors primarily sell prepared food and drinks for on-site consumption or takeout, the exceptions being Paradise Gardens (plants and garden items) and French Market Produce (produce and packaged food), which occupy the bays closest to the Ursulines entrance to the market. Broadly speaking, the prepared food vendors generate higher per-foot revenues than other District retailers.

**Table 5.7 - Retail - Farmers Market\***

Bay #	Name	SF	Sales/mo	Sales/SF/mo
1, 2, 3, 4	French Market Produce	926	\$24,426	\$26
5	Paradise Garden	155	\$6,331	\$41
9	Loretta's Pralines	382	\$19,864	\$52
11	Alberto's	329	\$25,092	\$76
13	Meals from the Heart	319	\$28,249	\$89
15, 17, 19	N'Awlins Spice	1,041	\$57,724	\$55
23	Continental Provisions	383	\$20,557	\$54
27, 29	Organic Banana	426	\$87,953	\$206
33, 35, 37	Mother Nature's Cupboard	1,010	\$24,413	\$24
<b>Farmers Market Total</b>		<b>4,971</b>	<b>\$294,609</b>	<b>\$56</b>

\* Revenue figures for the Seafood Dock (bays 25-26) were unavailable.

## OBSERVATIONS: CLUSTERS 1-3

### Café du Monde retail dominance

Café du Monde differs significantly from all other tenants in terms of sales volume, operating hours, and length of tenure. 2016 annual sales for various components of the district put Café du Monde's sales in context:

**\$13,153,343:** Café du Monde sales.

**\$29,716,330:** Total Colonnades sales; **44.3%** from Café du Monde.

**\$47,882,788:** Total reported sales revenue for all permanent leaseholders of the FMC; **27.5%** is from Café du Monde.

In a sense, these figures actually undersell Café du Monde's importance, as a substantial number of businesses throughout the Colonnades prominently display and sell Café du Monde-branded merchandise, and Café du Monde recently purchased Evans Creole Candy Company (thus acquiring its lease) as a satellite location within Building A.

**Table 5.8 - Sales per Square Foot (Mean)**

Retail Area	Leased SF	Sales Yield /SF /Mo
Upper Pontalba	17,717	\$47
Washington Artillery Park	3,058	\$37
Cafe Du Monde	5,781	\$180
Building A (Minus CDM)	11,048	\$53
Building B	6,041	\$30
Building C	12,507	\$13
Building D	11,828	\$49
Farmers Market	4,971	\$59
<b>Total</b>	<b>61,955</b>	<b>\$52</b>

## **Jackson Square proximity**

Proximity to Jackson Square is mentioned as a significant retail driver in several previous commercial appraisals of the District. In theory, stores closer to the Square are likely to have greater sales volumes due to proximity to iconic tourist destinations at the Square, and associated traffic from visitors to the Quarter.

This is true to some extent for the retailers in the buildings closest to Jackson Square [Table 5.8]. However, this tendency might also be associated with proximity to Cafe Du Monde specifically, as discussed previously for adjacent retailers.

Furthermore, per-foot revenues for Building D and the Farmers Market are actually higher than revenues for Upper Pontalba and Washington Artillery Park retailers, casting doubt on the theory that Jackson Square is a determinative driver of retail traffic to the District.

## **Cafés and corner spaces**

Even when Café du Monde is excluded, restaurants and cafes throughout the district generate a disproportionate share of revenue total and per square foot.

Concurrently, revenues at many corner spaces adjacent to two or more streets exceed those throughout the rest of the district. It is difficult to separate this effect from the restaurant revenue boost, as restaurant spaces are primarily located in corner spaces.

## **Store hours**

FMC leases dictate that commercial spaces within the district must maintain minimum hours of 10 AM to 6 PM seven days per week, excluding holidays. Many of the stores in the district observed these hours strictly; on our afternoon visits to the market, most retail spaces closed their doors at 6 PM sharp. The primary exceptions were restaurant spaces, which maintained extended hours.

## **Common area expenses**

Certain vendors benefit disproportionately from common area expense fees paid by commercial tenants. These fees are calculated proportionally to leased square footage and assessed to all vendors within the district.

In particular, prepared food vendors in Cluster 3 benefit substantially from common, shaded seating areas where customers are able to consume food and drinks purchased at the Farmers Market, as well as their proximity to free performances and demonstrations that regularly take place there.



## SWOT Analysis - French Market Retail

A SWOT analysis evaluates the Strengths, Weaknesses, Opportunities, and Threats facing a neighborhood, district, project, etc. It is a useful mechanism for summarizing current and future conditions and trends which may affect a project or area.

Such analyses can reveal opportunities and challenges for a retail area and (in the case of future development, such as the Elysian Fields lots) can then be used to look at development, program, and design options.

### Strengths:

High levels of pedestrian foot traffic; significant national tourist attractions; adjacent attractions including four Louisiana State Museum properties (the Cabildo, the Presbytere, the 1850 house, and the US Mint); street performances at Washington Artillery Park; street vendors along the pedestrian mall; uninterrupted pedestrian connections as far north as Royal Street via Jackson Square pedestrian mall; proximity to major events such as the French Quarter Festival; iconic imagery such as the French Market arches.

### Weaknesses:

Lack and expense of parking; difficulty in navigating the area; lack of district activity at night; disproportionate reliance on tourism revenue; lack of connectivity between different areas of the district; high turnover in some tenant spaces; dominance by a single anchor tenant (Café du Monde).

### Opportunities:

Increased pedestrian connections among different parts of the district; expansion of retail hours to generate revenue from evening activity; leveraging of gateway spaces; potential to substantially grow parking revenue.

### Threats:

Vulnerability to both fluctuations in tourism demand and adverse demographic trends in greater New Orleans such as declining population and wages; competition with other attractions in New Orleans for tourist dollars.



## Retail Recommendations

**Encourage tenants to extend business hours.** The FMC has expressed a desire to promote later commercial hours within the District. Currently, the large majority of District retailers close their doors between 6PM and 7PM. Furthermore, a handful of commercial spaces also close on Sundays, which are typically characterized by high volumes of foot traffic within the District.

During the late spring and summer, these early closing times result in stores shutting their doors several hours before sunset. During site visits to the District, team members on multiple occasions observed persons and groups express frustration that stores were closing, which typically occurred when foot traffic in the area was still high.

Revenue totals suggest that District tenants with later hours overperform businesses that close early. Of the six retailers we identified which operate in the evenings, all but one exceeded per-foot revenues for the district as a whole [Table 5.9]. An illustrative comparison is between the Gazebo Cafe and Market Cafe in Building D [Table 5.6]. Despite their close proximity, and similar square footages comprising a mix of indoor and outdoor space, the Gazebo Cafe (which operates from 10am-6pm) is outperformed by the Market Cafe, which operates later hours.

Currently, standard leases dictate that the FMC can require tenants to remain open from 10am-6pm, seven days per week. Future leases and lease extensions could be amended to allow later hours to be enforced on tenants at the FMC's discretion. Particular concern should be given to tenants occupying spaces near district gateways which could serve as anchors for late night activity. Finally, the FMC can solicit commercial tenants suited for activating the District at night as vacant spaces become available.

**Table 5.9 - Evening Retailer Performance**

Name	Closing	SF	Sales/SF/mo
Café du Monde	24 Hours	5,781	\$180
Cafe Pontalba	9:00 PM	3,083	\$69
Corner Oyster House	Open-ended	3,083	\$60
Aunt Sally's	8:00 PM	2,420	\$86
Little Toy Shop	8:30 PM	1042	\$45
Market Cafe	10:00 PM	5,172	\$58
District-wide average (mean)			\$52

**Consider soliciting additional service vendors.** Sometimes the best goods are the ones you don't have to carry with you. Broadly speaking, commercial tenants selling prepared food and drinks (to be consumed on-site) outperformed other commercial spaces, as did two tour vendors (Gray Line and City Sightseeing).

Service vendors, including tour operators, are attractive to shoppers who arrive by means other than automobile who are faced with the prospect of transporting physical purchases on foot or via transit (restaurants, bars, museums, etc. are similarly attractive).

Service vendors are uniquely attractive as tenants because they can efficiently use commercial spaces due to lacking a physical inventory. Such vendors would be particularly appropriate for the various small (<500 SF) retail spaces in the district.

**Leverage gateway spaces to create additional anchor tenants.** As discussed in the Wayfinding and "Visions for the District" portions of this report, the FMC should leverage spaces near key entrances to the District to attract customers to the market.



## FRENCH MARKET PARKING ANALYSIS

Customers have expressed dissatisfaction with the parking situation within the District and expressed a desire for greater parking availability. When surveyed for the FMC's Customer Satisfaction Evaluation Report (2015), visitors were asked to rate the District as "excellent," "good," "neutral," "poor," or "very poor" for different service offerings. Parking was the only area (out of eleven evaluated) where a majority of customers gave ratings of "neutral" or worse. Only twenty percent of customers rated Places to Park as "excellent" or "good."

In addition to being a primary source of revenue for the District, well-managed parking operations are an essential element in bringing retail customers to the district. The FMC 2015 survey found that 52% of local customers (and 45% of customers overall) travel to the district by car.

The primary FMC lot (with direct access to the Colonnades and Farmer's Market) frequently operates at full capacity during peak hours. In such situations, customers entering at the St. Peter gate are given a grace period to pass through the parking lot and exit at N. Peters. Customers unable to find spots must attempt to park elsewhere or return to the district at a later date.

### Performance-based parking:

Performance-based parking refers to a set of policies which manage parking demand patterns through pricing and other strategies. Performance-based parking measures are frequently employed to increase commercial traffic. Numerous parking studies have shown that free or sub-market rate parking pricing within commercial areas often has the counterintuitive effect of lowering retail traffic to an area, as individuals are likely to park for longer durations when parking is cheaper, reducing turnover and retail foot traffic.

Performance-based parking measures may include: maximum time limits on parking; real-time, seasonal and time-of-day adjustments in parking prices; introduction of parking permits in residential areas, and so on.

### Parking analysis goals:

- Increase parking revenues collected by the FMC
- Increase customer satisfaction with parking conditions
- Effectively leverage parking to benefit retailers in the district

## Market Rate Parking Analysis

To better determine the prevailing market rate prices for parking near the FMC, the team gathered daily/hourly parking rates at all privately owned lots in the French Quarter between Chartres St. and the Mississippi River that offer day parking to the general public. This excludes both contract-only lots and pay lots restricted to hotel patrons.

To the best that we could determine, there are eleven private lots offering parking to the general public, totaling approximately 4,000 parking spots. Table 5.11 is organized by the lots' proximity (nearest-farthest) to the District.

**Table 5.11 - Comparative Parking Rates as of April 8, 2017 (Fri-Sun rates)**

PARKING LOT	TYPE	SIZE	2 Hrs	4 Hrs	8 Hrs	12 Hrs
<b>French Market Lot</b>	<b>Lot (gated)</b>	<b>320 Spots</b>	<b>10</b>	<b>16</b>	<b>18</b>	<b>22</b>
400 St Peter Premium P404)	Lot (gated)	120 Spots	25	45	50	55
500 Decatur (Premium P401)	Lot (gated)	235 Spots	18	30	42	54
211 Conti (Premium P405)	Lot (pre-pay)	429 Spots	18	30	42	54
520 Chartres (Premium P249)	Lot (pre-pay)	100 Spots	18	30	42	54
621 St Louis (Omni Hotel)	Garage (gated)	270 Spots	16	24	30	30
300 N Peters (Premium P402)	Lot (pre-pay)	306 Spots	18	30	42	54
516 Bienville (Parkfirst 1048)	Garage (gated)	32 Spots	15	25	35	35
101 Iberville (Parkfirst 1047)	Lot (gated)	549 Spots	15	25	35	45
333 Canal (Canal Place P400)	Garage (gated)	1621 Spots	14	20	20	25
201 Canal (Premium P403)	Lot (pre-pay)	54 Spots	25	35	40	60
<b>MEAN RATE FOR PARKING SPOT</b>		<b>4036 SPOTS</b>	<b>15</b>	<b>24</b>	<b>30</b>	<b>37</b>

**Table 5.10 - Parking Duration Analysis**

Duration	0-2 hrs	2-4 hrs	4-8 hrs	8-24 hours	Over-flow	Other
Jan-Mar 2016	45%	23%	12%	5%	8%	7%
Apr-Jun 2016	46%	27%	15%	6%	5%	1%
July-Sept 2016	51%	26%	13%	5%	3%	1%
Oct-Dec 2016	44%	28%	15%	5%	6%	2%
TOTAL	47%	26%	14%	5%	6%	3%

## Parking Duration Analysis

The study team has constructed a parking duration profile of French Market lot customers in 2016 [Table 5.10]. Data were provided by the FMC in the form of cashiered (paid) ticket counts by month in 2016. Tickets collected at no charge represent overflow parking totals; i.e., drivers who were unable to find parking because the lot was full ("other" includes lost, complementary and special event tickets).

## Findings

- As of April 2017, the FMC parking lot charges the lowest hourly rates for parking out of eleven lots surveyed, at every possible parking duration.
- There is an even greater disparity in parking rates between the FMC lot and the private lots closest to it, as parking rates generally increase with proximity to Jackson square. The two closest private lots, at 400 St. Peter and 500 Decatur, typically charge 2-3 times the FMC rate for parking from Friday to Sunday.
- Nearly 6% of cars entering the FMC lot are unable to find parking. Overflow demand peaks from Jan-March, concurrent with the peak of the tourist season.
- Approximately one in five customers park for more than four hours.



## Analysis and best practices

- **The FMC currently charges significantly sub-market rates for parking.** Within the survey area, the FMC charges between 70-80% of the average (mean) hourly rate for a single parking spot on weekdays, and between 60-70% of the mean hourly rate for a parking spot on weekends.
- **Underpriced parking at the FMC may adversely affect retail foot traffic and customer satisfaction.** Due to low parking prices, visitors to the French Quarter have an incentive to park in the FMC lot even if they do not intend to visit retailers within the district. As a consequence, the FMC lot is more likely to reach capacity, leaving customers arriving by car unable to find parking spots. These findings are consistent with previous survey data collected by the FMC which shows that customers are dissatisfied with the availability of parking at the French Market.
- **Underpriced parking discourages customer turnover, as low parking prices encourage customers to park for longer periods.** High parking turnover generally benefits retail. Many cities, including New Orleans, impose 2-hour limits on metered street parking to encourage turnover, leaving spots open for new customers. Other cities have experimented with progressive pricing, which increases the per-hour rate for long-term parking as an alternative to strict time limits.
- **The FMC can increase revenues by raising parking prices.** The findings above suggest that there is substantially more demand than supply for parking at its current price structure. The FMC can likely serve a similar number of parking customers even at increased rates.

## Proposals and Recommendations

1. **Raise parking prices** at the primary lot to the prevailing market rate.
2. **Implement variable pricing.** The majority of the lots studied in our pricing analysis charge separate weekday (Mon-Thurs) and weekend (Fri-Sun) parking rates. The FMC should consider adopting a similar pricing structure to account for increased parking demand. The FMC may also consider other variable pricing schemes, including:
  - Seasonal pricing adjustments
  - Adjustments for peak- and low-demand hours.
  - An overnight parking rate (8pm-8am) to maximize lot usage during non-retail hours.
3. **Implement a parking validation system.** Two other major retail developments downtown (The Shops at Canal Place and the Riverwalk outlet mall) offer parking validation for customers who buy at least \$20 of goods. Such a system could offset parking price increases for District customers, while simultaneously advertising district retailers to persons parking in the lot. Validation could be offered directly by retailers, by the FMC main office, or by a future visitors' center.
4. **Implement progressive pricing strategies.** Currently, FMC parking is discounted on a per-hour basis for long-term parkers: an individual parking for two hours pays \$5/hour (\$10 total), while an individual parking for twelve hours pays less than \$2/hour (\$22 total). The FMC should revisit its parking structure to encourage short-term parking by increasing the per-hour rate for parking more than four hours. For employees of the market, such increases could be offset by an early-bird parking rate.
5. **Connect parking customers to the District through improved wayfinding.** For more on this, please see the "wayfinding" section of this report.

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# ELYSIAN FIELDS DEVELOPMENT

## OVERVIEW

This analysis explores the potential for development of the FMC's Farmer's Market Annex Lot into a mixed-use, multi-level parking structure. The parking lots at the corner of Elysian Fields and N. Peters St are currently utilized as private and paid parking for the French Quarter District.

The proposal of revamping the parking lots into a mixed-use parking structure would be an asset to the District, not only to provide parking but also to act as another hub of activity at this corner which is heavily trafficked by pedestrians and vehicles. The site is of special interest for development as it experiences high pedestrian and automobile traffic due to its proximity to the Frenchmen Street's tourist and nightlife scene, and several new developments in the area that

potentially will influence parking demand. The analysis explores the following:

- Zoning and Comprehensive Zoning Ordinance (CZO) requirements for construction of multi-level parking structure.
- Influences on demand for parking around the site.
- Preliminary estimates of construction costs and parking revenues.
- The effect of nearby development on parking demand.

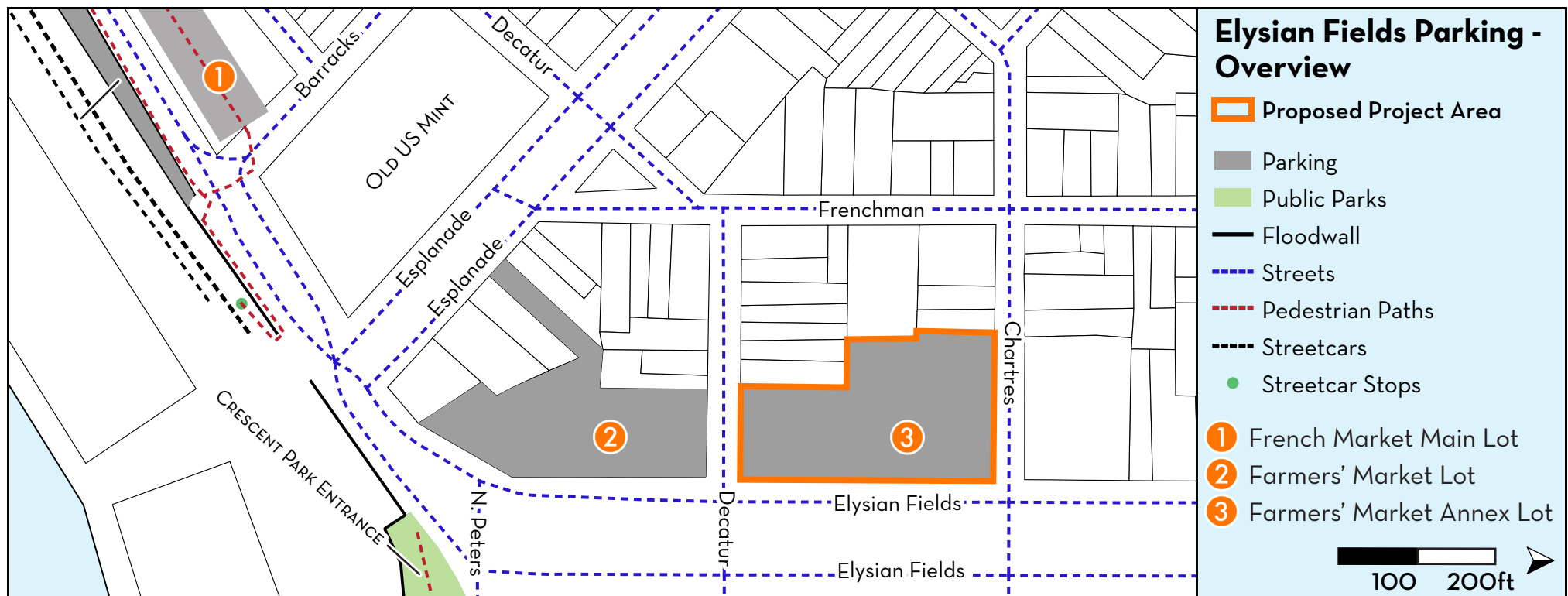


Figure 6-A - Elysian Fields Site Map



## Site Description

The site for the proposed parking structure is bounded by Elysian Fields Ave, Decatur St, Frenchmen St, and Chartres St [Figure 6-A]. Elysian Fields Ave is a major travel street, which allows for movement to commercial, cultural, and institutional activities. Further, it serves as a connection to the major highways which span New Orleans - Interstate 610, Interstate 10, and Highway 90 - and carries a high volume of traffic to and from the French Quarter and surrounding areas. Travelling south down Elysian Fields Ave will bring you to the start of the District and the site of the surface level parking lots. This area is also the start of the Faubourg Marigny, which is experiencing a series of new developments including:

- Robert Fresh Market, a 22,000 square foot, full-service grocery store in proximity of the site.
- Hampton Inn Hotel, a 119-room development immediately across Elysian Fields from Farmer's Market Annex Lot.
- Several new multi-family residential units.

Additionally, there are various undeveloped or underdeveloped parcels of land throughout the surrounding neighborhoods. Although not set to be developed in the near future, they have a high-likelihood of development as this neighborhood experiences the aforementioned growth.

We believe the development of the 119-room hotel across the street from the Farmer's Market Annex Lot has the potential to create additional demand for parking in the area given the limited on-site parking to be provided. Per the plans submitted by the Hampton Inn, the hotel will have an 8,000 square foot on-site covered parking garage, providing merely 38 parking spaces. Given this, the FMC could explore collaborating with the hotel development on how they might be able to provide these additional spaces together.

### Potential Structure Height

The typical height of a three story parking garage is an average of 10 feet per level. Given this figure, a proposed parking garage at this site would support either a 3-level parking garage or a 4-level parking garage, with retail on the ground floor. With the ground floor sustaining retail, and the typical height of ceilings in New Orleans being higher than 10 feet, we expect this level being taller than 10 feet and closer to 12-15 feet [Table 6.1].

**Table 6.1 - Proposed Structure Heights**

<b>3-Story Structure</b>	
Type	Height
Level 1 (Retail)	12-15 ft
Level 2 (Parking)	10 ft
Level 3 (Parking)	10 ft
<b>Total</b>	<b>32-35 ft</b>
<b>4-Story Structure</b>	
Level 4 (Parking)	10 ft
<b>Total</b>	<b>42-45 ft</b>

This site is zoned as Historic Mixed Commercial (HMC-2), which requires all buildings be subject to a 50-foot height restriction. The Comprehensive Zoning Ordinance (CZO) requires a Traffic Impact Analysis of this corridor, prior to the development of any parking structure [Table 6.2]. Additional details can be found in CZO Section 10.3.A, which requires developments within HMC-2 zones to use a minimum 15% of lot square footage as permeable open space.

However, there is an exception to this: 10.3.C\* states that permeable open space can be developed through rooftop gardens in the Marigny, Bywater, and Tremé neighborhoods. This exception is significant for several reasons:

- Increases surface area available to develop mixed-use structure
- Increases parking space capacity
- Allows for a higher square footage of retail space
- Creates an opportunity to create a lasting legacy for this structure, instead of simply developing another parking garage
- Creation of a third-space for increased user interactivity
- Develops a strong water management practice that will create a ripple effect into the surrounding areas
- Potential to host events on the rooftop: picnics, weddings, reunions, etc.

### Table 6.2 - Farmer's Market Annex Lot - Information & Zoning

Zoning and Dimensions	
Current Zoning	Historic Mixed Commercial (HMC-2)
Height Restriction	50 feet
Permeable Open Space Req.	15% of lot size
Site Dimensions	~148' x ~315'
Redevelopment Capacity	
Parking SF	~55,800 square feet per floor
Parking Spaces	~175 parking spaces per floor
Retail Spaces	~41,000 square feet

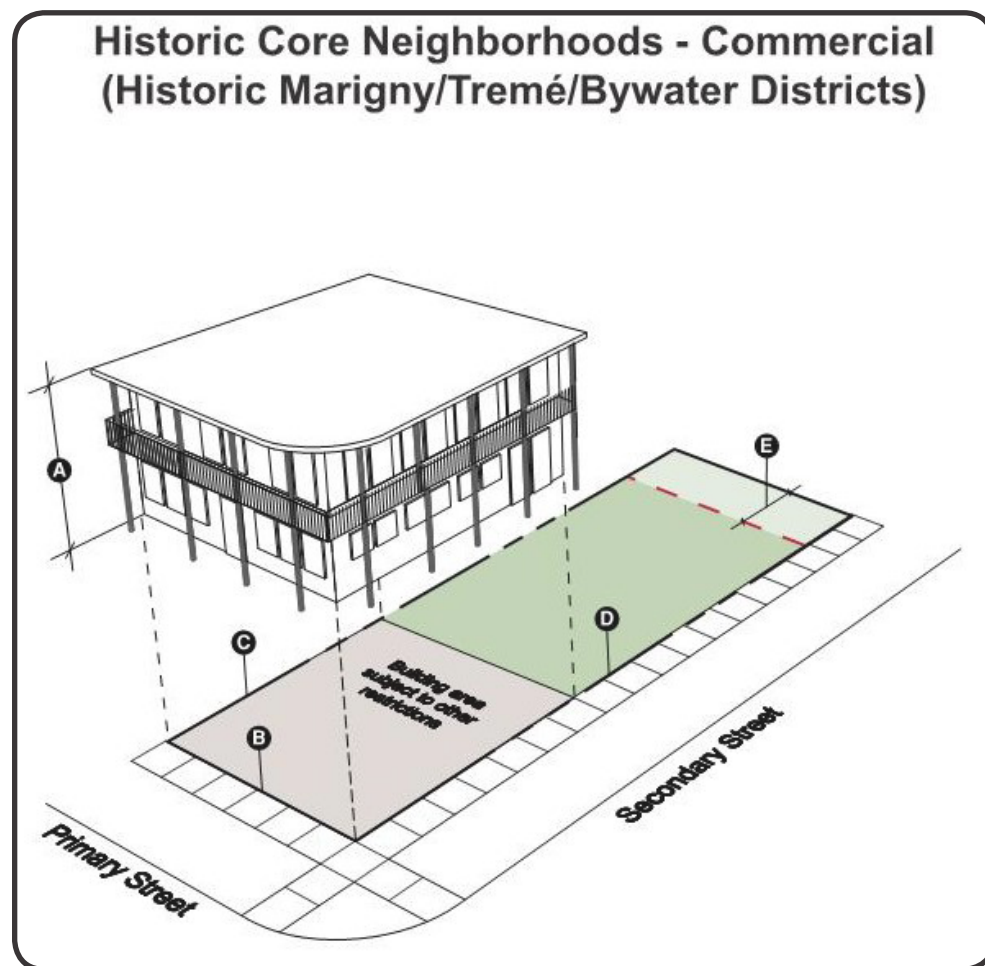


Figure 6-B - Illustration of HMC-2 non-residential development standards, via nola.gov



### ***Precedent Site: Greenbriar Rooftop Garden; Houston, TX***

In the heart of the Texas Medical Center in Houston, TX is the Greenbriar Parking Garage. While the rooftop once provided parking for visitors to the Medical Center, it was unsightly and would soak up a lot of heat during the day, contributing to urban heat island effect. In partnership with a Houston-based architecture firm, Intexure, this space has been revamped and transformed into a public garden space, offering a tranquil oasis and meditative garden for patients and other visitors.

Plants in the garden are contained by rooftop trays, and individual species were selected with respect to their ability to tolerate drought conditions. The garden features butterfly iris, purple foundation grass, horsetail and bermuda grass.

Apart from the health benefits of a garden, the green roof also reduces runoff, protects from solar heat gain, purifies the air, and provides a natural habitat and urban refuge for birds in the Texas flyway.

Green roofs are catalytic in transforming under-utilized space into a place; they offer sanctuary from concrete and asphalt in the most unexpected places.



## Supply and Demand for Parking in New Orleans

The 2009 New Orleans Mobility and Parking Study used incremental growth projections, based on historical rates, to predict future parking demand for the City of New Orleans' Central Business District, French Quarter, and Frenchmen area in 5 years, 10 years, and 20 years from the time of the analyses.

The study found that for these time periods, the projected overall parking demand in the Frenchmen Street area will not surpass the supply for parking. However, our team found multiple parcels of under-developed or vacant land in areas surrounding the proposed mixed-use parking garage site.

In further determining whether this area will have sufficient demand for parking to justify development of the mixed-use garage, it is imperative to look at the various properties in the area that are currently underdeveloped and that have a high likelihood for development in the near future.

### French Market Parking Overflow

Important in estimating potential demand for this parking garage is the overflow parking from the French Market Lot. After review of FMC's Monthly Ticket Counts 2016 data, an average of 664 drivers are unable to find parking in the French Market Lot and exit the lot due to the lot being at capacity.

Currently, exiting vehicles end up on Esplanade Avenue with little direction on additional parking options. We recommend the French Market:

We recommend the French Market:

1. **Conduct a traffic survey** to determine how many of these drivers attempt to locate parking in the French Quarter upon exiting the lot
2. **Improve signage** informing drivers where to locate additional parking in an alternative District lot or parking space.

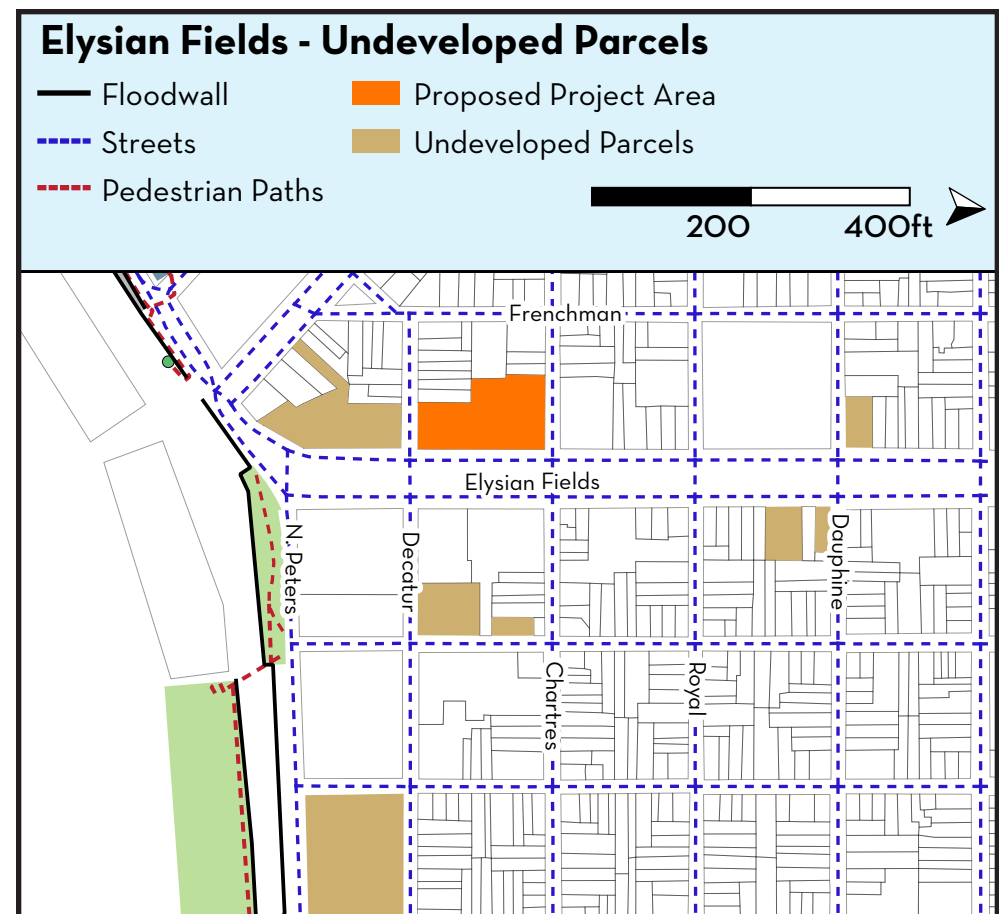


Figure 6-C - Undeveloped properties in the site neighborhood

**Table 6.3 - Estimated Costs and Revenues****Estimated Construction Costs (55, 800 SF/floor)**

Per SF	3-Level Garage	4-Level Garage
\$54.72	\$9,161,376	\$12,213,504

**Estimated Annual Parking Revenue (175 spaces/floor)**

Per space	3-Level Garage	4-Level Garage
\$7,822	\$2,737,700	\$4,106,550

**Estimated Annual Retail Revenue (41,000 SF total)**

Per SF*	3-Level Garage	4-Level Garage
\$30-\$47	\$1,230,000 - \$1,927,000	

**Estimated Annual Operational Costs**

Per space	3-Level Garage	4-Level Garage
\$365	\$105,000	\$191,625

\* per square foot rates are calculated from Building B & Building D revenues.

Additionally, potential plans to redesign the layout of the French Market parking lot will result in fewer parking spots. The demand for parking in the District is present, making it a reasonable decision for the French Market to explore the next steps in developing the mixed-use parking garage on the Annex Lot.

## Estimated Development Cost

The 2011 estimate for the average cost of developing one square foot in New Orleans was \$45.26. Based on Carl Walker's Parking Structure Cost Outlook study, the average annual percentage increase in parking garage construction cost increased by 3.1% per year from 2013 to 2015. Therefore, we used this rate to estimate the expected 2017 development cost to be \$54.72 per square foot. [Table 6.3].

Note: Final construction costs will fluctuate based on excavation, foundation, structural system, architectural facade design, green-scaping, rooftop garden, market conditions, etc.

## Recommendations

Based on our analysis, our preliminary findings support the development of the Farmer's Market Annex Lot into a mixed-use, multi-level parking garage. To gain a more in-depth analysis into the viability of the development, the FMC should commission the following:

- Traffic Impact Analysis for the Farmer's Market Annex Lot
- Feasibility study to further examine the financial viability of the parking garage
- French Quarter traffic analysis for vehicles exiting the French Market Lot





## PARKING RETAIL ANALYSIS - ELYSIAN FIELDS

This analysis examines the three neighborhoods that surround the Elysian Fields lots - French Quarter, Marigny, and Bywater - since residents are the most likely to frequent the proposed stores alongside tourists of the District. Demographic variables of neighborhoods are analyzed for what type of retail would work the best in the mixed-use parking lots.

### SWOT Analysis: Elysian Fields Site

**Strengths:** Located between walkable neighborhoods; accessible; pedestrian, vehicular, and public transportation hub; south parking lot has access to eastern end of French Market; additional parking for French Market; connected to highly trafficked French Market; flow of revenue; proposed hotel across the street on Elysian Fields.

**Weaknesses:** Industrial building across the street; buildings facing parking lots are abandoned or torn down; lack of lighting; high traffic.

**Opportunities:** Transformation into a mixed-use parking lot would bring in lighting and appealing landscaping to increase safety and walkability; walkable hub of French Market District with additional parking; attract locals from neighboring areas into the District; could start trend in new businesses aligning the Elysian Fields corridor; increase parking and retail revenues.

**Threats:** Per the Brookings Institution, New Orleans ranks last among American cities for prosperity shifts from 2010-2015, incurring decreased productivity, average annual wages and standards of living.





**Table 6.4 - Age by neighborhood**

Age	Bywater	Marigny	French Quarter
<4 years	4.3 %	2.2 %	0.9 %
5-14 years	3.5 %	0.9 %	0.4 %
15-17 years	3.7 %	1.4 %	9.1 %
18-34 years	29.6 %	28.8 %	25.9 %
35-49 years	26.8 %	25.2 %	21.9 %
50-64 years	23.2 %	26.0 %	13.8 %
65-74 years	5.0 %	9.7 %	6.0 %
75-84 years	2.7 %	4.3 %	4.2 %
85 years+	1.2 %	1.50 %	1.5 %

**Table 6.5 - Average Household Income (AHI) by neighborhood**

Bywater	Marigny	French Quarter
\$59,660	\$69,199	\$115,163



## Retail Analysis Factors Introduction

To have a basis of what businesses to establish in the mixed-use parking lots, the FMC should commission a comprehensive retail analysis. The retail analysis may include:

- A neighborhood profile
- A consumer survey
- An analysis of industries
- A land use survey
- A leakage analysis

The following section is a brief analysis based on this method with focus on a leakage analysis, accompanied by the UNO-PLUS team's observations and recommendations. We present a conservative estimate of retail demand by solely assessing local demand in the area.

## Neighborhood Profile

Our study developed neighborhood profiles for the French Quarter, the Marigny, and the Bywater with focus on developing retail in this location.

### Age [Table 6.4]

Bywater's largest age group is 18-34 years old at around 30%. French Quarter's largest age group is 50-64 years old at around 31%. Marigny's largest age group is 18-34 years old at 29%. The majority of the population are adult age with few children or seniors for all three neighborhoods. The differences are minor.

### Average Household Income (AHI) [Table 6.5]

Bywater's AHI is \$59,660. Marigny's AHI is a little over \$69,000. French Quarter's AHI is almost double at \$115,163. These incomes are much higher than the city's average of approximately \$64,000.

## Industry Analysis Overview

### Establishments

Now that knowledge of existing neighborhood demographics of the area is known, analysis of the retail in the study area can show us trends of what types of retail are most needed. The study areas for this analysis are the Marigny and Bywater neighborhoods.

Four-digit NAICS codes were used for the existing retail and compared throughout 2007 to 2017, every two years. Figure 6-D shows establishment counts within the study area, by industry.

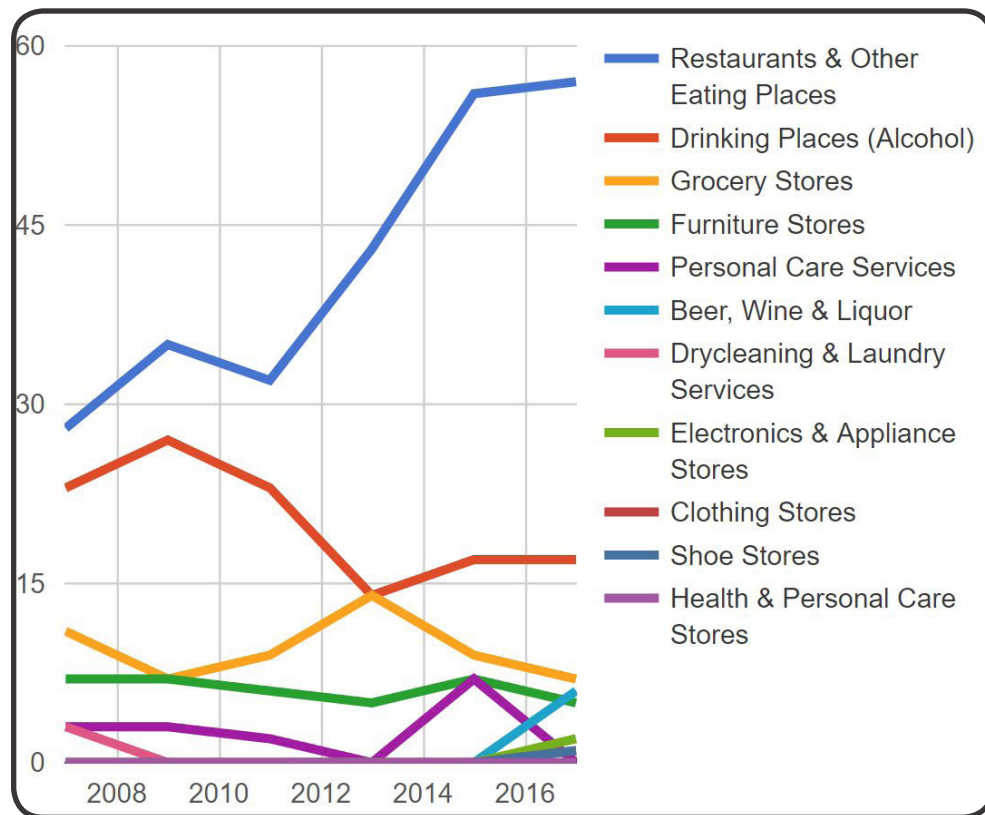


Figure 6-D - Establishment counts by industry within study area, 2007-2017

Restaurants & Other Eating Places have experienced the most growth in establishments, increasing from a count of 28 in 2007 to 57 in 2017 as well as having the highest establishment count. Drinking Places (Alcohol) come in second in terms of the number of establishments yet the number of establishments shrank from 23 in 2007 to 17 in 2017. Grocery stores ranked third with seven establishments in the Bywater and Marigny in 2017. Figure 6-D depicts that this industry has had a see-saw effect of growth and decline in our study area. The industries that have declined are Grocery Stores (despite being one of the area's top industries) and Personal Care Services. There are no longer any Health & Personal Care Stores in the study area. At the time of this report, a grocery store is in development about five blocks from the Elysian Fields parking lots.

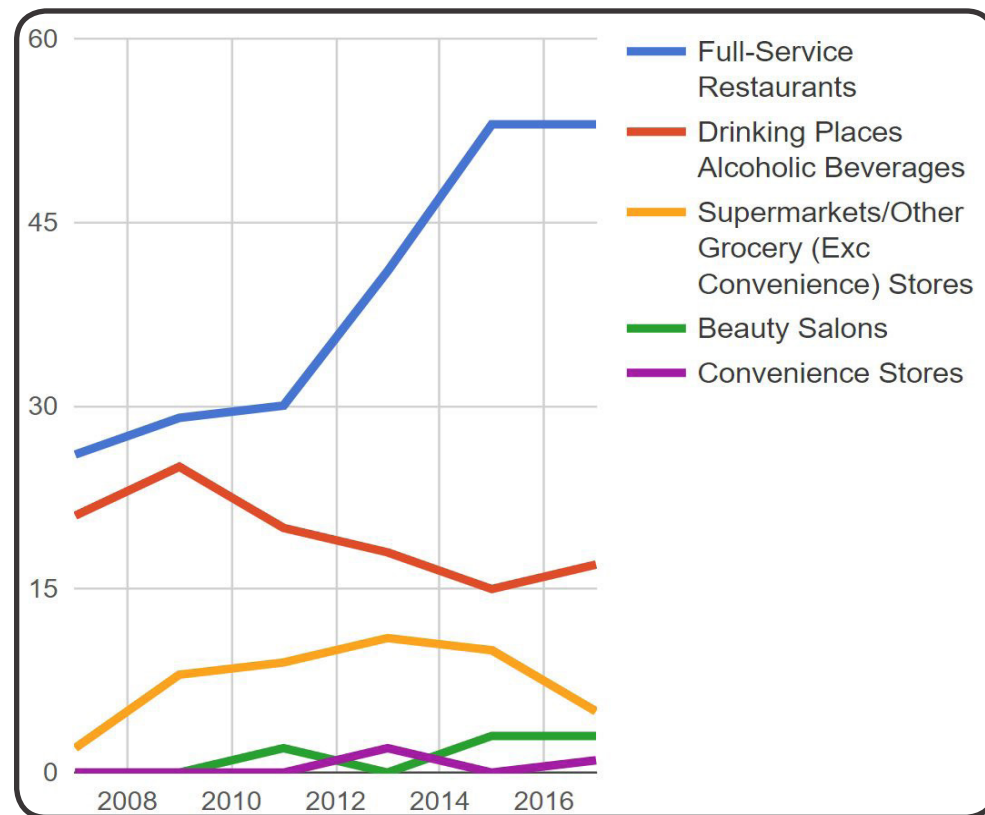


Figure 6-E - Top five industries within study area, 2007-2017



## Industry Analysis Observations

The main businesses that are nearby the parking lots are local bars and restaurants. A local street favored for nightlife, Frenchman St, lines the back of the parking lots with local bars, clubs, and restaurants. Bars and restaurants also encapsulate the businesses along Barracks St and Esplanade Ave together with local hotels. Two blocks down on Elysian Fields Ave from the parking lots is Washington Square, where many locals go with their dogs or to relax outside. Five blocks up Elysian Fields Ave from the parking lots is a chain convenience store and pharmacy. This area is clearly a hub for tourists and locals. It is important to note that Marigny and Bywater residents are vocal about keeping their neighborhood local and about what comes and goes from their neighborhood.



## Industry Analysis by Neighborhood

### Bywater

Bywater has received considerable investment in recent years and is known as the Art District of New Orleans. Many creatives live in the area. Naturally, the businesses in the Bywater are mainly art-focused stores where all stores are local. There are several art and music stores, coffee shops, bars, and two corner food stores in the area. There is also a thrift store and a boutique, two garden stores, one urgent care clinic and one health center.

### Marigny

Marigny has bars scattered on its borders with Washington Square Park in the middle. There are several restaurants located in the neighborhood. There are five health offices located in the area. Two laundromats line the upper side of the Marigny. There are several mini grocery markets in the area along with the recently revamped St Roch Market. There are several local stores, from a luxury furniture gallery to local boutiques. The one chain store in the area is an Athlete's Foot in the middle of the neighborhood.

### French Quarter

The French Quarter has a mix of local and chain businesses. There is an abundance of local restaurants, bars, and food vendors throughout the district. The French Quarter has a large chain grocery store as well as several local grocery stores scattered throughout the district. There are mainly local clothing stores with a few chain stores that line the major thoroughfare of N Peters. There are several fine art boutiques. Lastly, there are a number of hotels and inns. There is one urgent care and three animal care centers. There are three washeterias.



## Land Use Survey

The land use survey shows us the number of businesses in our study area based on industry. It is important to give a land use survey to this area to know exactly what retail is there.

Table 6.6 shows that restaurants dominate the retail in our study area, with 44 businesses. Bars are next with seven and then Cafes with four establishments. The study area has very few Fast Food, Grocery/Carry Out, or Pizza places and two Club establishments. This data shows us that this area This data shows us that the study area retail has a focus mainly on eating out and nightlife. This may be based on the demographics of the area being younger and wealthier than the city as an average. This data also shows us that other industries are hardly established or not yet established in our study area.

**Table 6.6 - Food Establishment Counts, 2017**

Bywater	2017
Restaurants	44
Cafes	4
Bars	7
Fast Food	1
Grocery/Carry Out	1
Pizza	1
Club	2

## Leakage Analysis

The most important analysis of this retail study is the leakage analysis. A leakage analysis shows what businesses are being retained and what businesses are leaking. Retaining means that consumer demand is being met or exceeded. When there is leakage, it means that consumer demand is not being met and supply is limited. Typically, an area would like to have as much retainage as possible so that consumer demand is met and retail revenue kept within the area. This study will show which retail sectors are overperforming and underperforming in our study area. The formula used is as follows:

Pull Factor =

$$\frac{(\text{Study Area sales} / \text{Study Area pop.})}{(\text{New Orleans sales} / \text{New Orleans pop.})}$$

X

$$\frac{(\text{Study Area per capita income})}{(\text{New Orleans per capita income})}$$

A pull factor greater than 1 indicates that the study area is retaining consumer's business in a specific industry. A value below 1 indicates that residents are shopping for a good or service outside of the study area and shows that there is demand for that business or service within the study area.

The study area is retaining Furniture Stores, Beer, Wine, & Liquor Stores, and Drinking Places (Alcoholic Beverages) with pull factors all above 1. The most leakage is from Grocery Stores, Shoe Stores, and Clothing Stores with pull factors well below 1. The study area has no Health & Personal Care Stores. Consumer demand for restaurants, alcohol, and furniture is being met but consumers travel outside the area for grocery and clothing even though there is demand. Since there is virtually no Health & Personal Care Stores, consumers have to travel outside the area for these goods.

We break down Restaurant & Other Eating Place, Grocery Stores, and Personal Care Services into their respective six-digit NAICS codes for further analysis. Health & Personal Care Stores will not be analyzed further since its pull factor calculation is not applicable due to there not being any establishments. Clothing Stores is not analyzed further because its breakdown of industries give extremely low pull factors to the point of not being applicable. Shoe Stores only breaks down into one six-digit category so it will not be further

**Table 6.7 - Pull Factor, Restaurants & Other Eating Places**

NAICS	Industry Title	Sales	Pull Factor
722511	Full-Service Restaurants	\$42,584,000	1.4
722513	Limited-Service Restaurants	\$821,000	0.1
722514	Cafeterias, Grill Buffets & Buffets	N/A	N/A
722515	Snack & Nonalcoholic Beverage Bars	\$758,000	0.5

**Table 6.8 - Pull Factor, Personal Care Stores**

NAICS	Industry Title	Sales	Pull Factor
812111	Barber Shops	\$42,000	0.61
812112	Beauty Salons	\$279,000	0.19
812113	Nail Salons	N/A	N/A
812191	Diet & Weight Reducing Centers	N/A	N/A
812199	Other Personal Care Services	129,000	0.73

**Table 6.9 - Pull Factor, Grocery Stores**

NAICS	Industry Title	Sales	Pull Factor
445110	Supermarkets/Other Grocery (Exc Convenience) Stores	\$3,501,000	0.2
445120	Convenience Stores	\$412,000	0.3

analyzed. It is also important to note that certain retail is not meant for specific areas. Our analysis does not go in depth of Electronics & Appliance Stores or Dry-cleaning & Laundry Services since these businesses would not fit in this location based on demographics of the area.

The Full-Service Restaurants industry is meeting the demand of the study area. The study area would not need any more of these,

since there is no struggle between supply and demand. Snack & Nonalcoholic Beverage Bars and Limited-Service Restaurants shows leakage from the area, and could be implemented to compliment a well performing restaurant industry in the area [Table 6.7].

Personal Care Services are leaking from the area. The leakage of Nail Salons and Diet & Weight Reducing Centers is so great that leakage analysis is not applicable, as there are no establishments in the study area. Other Personal Care Services has the least leakage, followed by Barber Shops and then Beauty Salons. The study area should have access to personal care services and products to meet demand [Table 6.8].

Supermarkets/Other Grocery and Convenience Stores are both leaking from the area. Convenience stores are needed to meet the demand of the study area. As stated, a grocery store is being developed near this specific location. Nevertheless, a grocery would not be an ideal fit for this specific location either [Table 6.9].

## Consumer Survey

The FMC could conduct consumer surveys among the Marigny and Bywater. These neighborhoods are vocal and a survey would give them a chance to participate in what businesses are established and give input to changes to their neighborhood. Working with neighborhood organizations can help to identify the communities' needs as well.

## Recommendations

Through several methods of analysis, our retail recommendations for the Elysian Fields mixed-use parking lots include:

- **Push for local establishments** rather than chain establishments
- **Establish Convenience Stores and Health & Personal Care Stores and Services**, specifically Pharmacy & Drug stores. These industries would do well in this area due to visitors of Crescent Park and guests of a potential hotel nearby.
- **Establish Personal Care services** like barber shops or beauty salons - A massage parlor would work well here also due to Crescent Park guests and potential hotel guests nearby.
- **Establish Clothing Stores and/or Shoe Stores.** A small boutique clothing store could do well in this location
- **Solicit additional input from neighborhood stakeholders.** Use survey tools in person or through neighborhood organizations to gain feedback of residents
- **Conduct a market study** as part of the pre-development study for garage

The development of the Farmer's Market Annex Lot into a mixed-use parking garage would create nearly 41,000 SF of retail space at this site. Shops at this site of the District would be at a strategic location to gain the local support of the surrounding neighborhoods' residents. Therefore, it is imperative the shops offer more than just the appeal to visitors, but also to local residents.



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# VISIONS FOR THE DISTRICT



## CONCEPT: DUTCH ALLEY GATEWAY

Dutch Alley (opened 1986), is one of the primary pedestrian pathways running between Jackson Square at St. Ann St and St. Philip St through the Colonnades [Figure 7-A].

Dutch Alley is inaccessible to vehicle traffic and does not serve the traditional role of commercial and residential “back alleys” in terms of facilitating deliveries, garbage collection and so forth. However, Dutch Alley has yet to be developed to its full potential as a public pedestrian space which might facilitate foot traffic to French Market retailers.

For a substantial number of customers arriving by car, streetcar, or via Moonwalk (biking or on foot), Dutch Alley serves as an initial point of contact for the French Market District. Additional foot traffic feeds into Dutch Alley from the pedestrian square adjacent to Café du Monde.

Currently, there are only a handful of commercial spaces accessible from Dutch Alley. Although both Buildings A and B have large doorways on both sides of the building, only the street-facing doors are open to foot traffic.

## Dutch Alley Gateway

The FMC should treat Dutch Alley as one of the key “front doors” to the District. Currently, signage and storefronts are heavily oriented towards Decatur and N. Peters, despite a substantial portion of traffic arriving at the district from behind the floodwall such as the FMC parking lot, Moonwalk, and streetcar stations.

The St. Philip floodgate is a primary point of access for cyclists and pedestrians reaching the Moonwalk terminus coming from Woldenberg Park. Many are “window shoppers” who did not travel to the District specifically to shop but nevertheless represent potential retail customers.

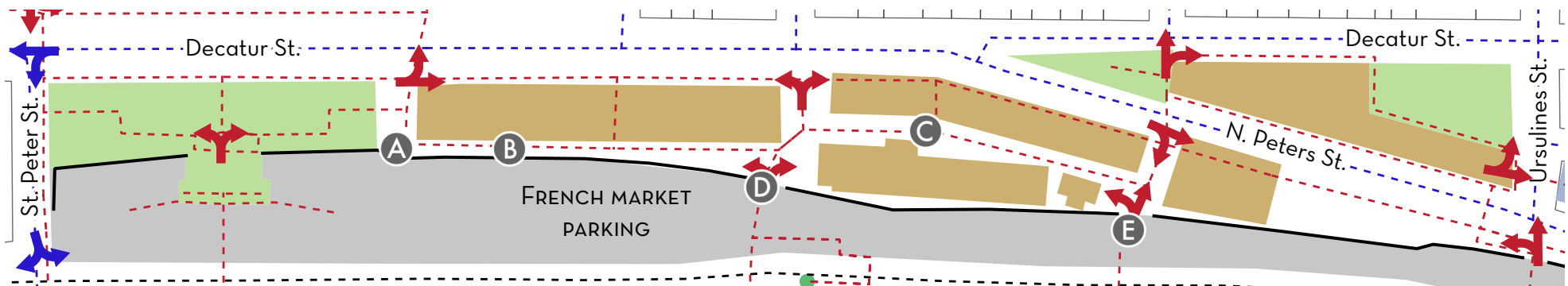
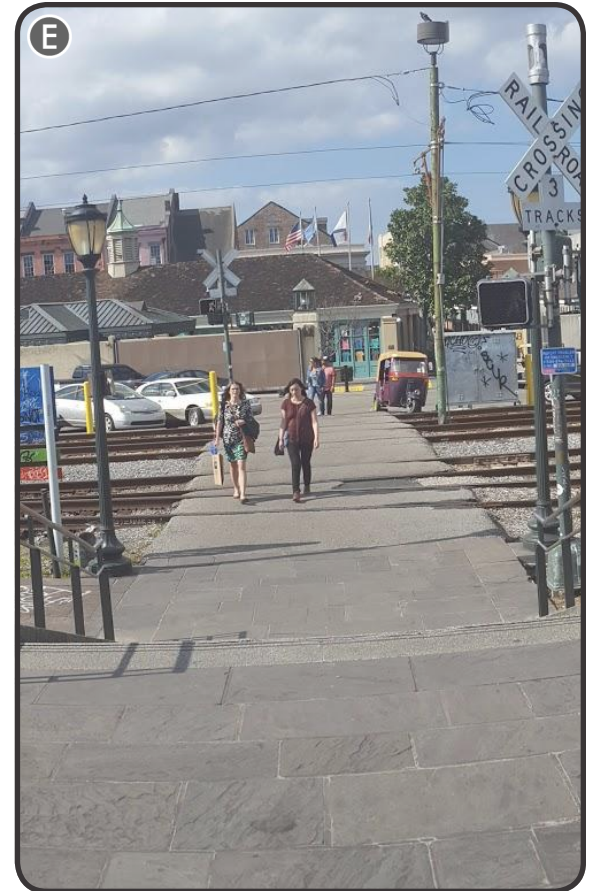


Figure 7-A - Map and compilation of Dutch Alley Photos







## Proposals and Recommendations

- **Add bike parking.** As discussed in the corridor study portion of this report, there is a general lack of bike parking infrastructure throughout the district.
- **Rent or utilize the rear portion of 910B Decatur in Building B.** Liberty Bank rents and uses only half of this address facing the street (155 SF out of 337 SF). The rear part of 910B Decatur which faces Dutch Alley is currently unoccupied. Even a low-intensity use of this space (e.g. vending machines; an unmanned information kiosk) could improve the experience of customers first arriving in the market.
- **Improve lighting.** Dutch Alley could potentially serve as a focal point for enhanced night usage of the District, due to its proximity to Café du Monde (open 24 hours) and the event space, Marche. The alley should be well-lit, and broken light-fixtures along the floodwall should be replaced. The FMC can require tenants in Buildings A and B to maintain comparable levels of storefront lighting at night along both sides of Buildings A and B.
- **Add additional wayfinding elements** and enhance Dutch Alley's artwork. Signage should clearly mark the Dutch Alley portion of the District to provide a clearly-defined sense of place and boundaries; it should make clear whether the passageway running behind Building A is part of Dutch Alley. Several statues depicting figures of the market, by sculptors Eric Kaposta and Paul Perret, were installed in 1983. These could form the basis of a comprehensive public art scheme for Dutch Alley. Moreover, there is a great deal of empty space along and beneath the Floodwall which can be enhanced.

- **Consider opening storefronts** on both sides of Buildings A and B. This should be a collaborative process with current tenants of the Colonnades. The FMC should also solicit tenants to further the vision of a more active Dutch Alley.
- **Install infrastructure** to enhance the usability of Dutch Alley including shade elements and additional seating.





## PROJECT CONCEPT: FRENCH MARKET PLACE

### PEDESTRIAN PLAZA

Pedestrian plazas are successful under very specific conditions and flourish in environments where pedestrians are more prevalent than cars. The plazas should be located next to “anchors” that will attract people to visit the area. Anchors mainly focus around retail, restaurants, bars, museums, or other attractions. Even though pedestrian plazas are meant to encourage walking, they still need to be accessible for people traveling by car such as emergency service or delivery vehicles.

The District currently has two pedestrian plazas: Jackson Square and Dutch Alley. The streets that border Jackson Square served as streets with parallel parking up until 1971. The pedestrian plaza was completed in 1974 and was made up of St. Peter, St. Ann, and Chartres Street. Today, people enjoy access to retail, restaurants and bars, fortune telling, and artists that line up along the fences. At night when all the shops and the park close, people still frequent the

area due to the artists and fortune tellers as well as the restaurants and bars that are open late.

Dutch Alley is a small pedestrian mall located between the river and the Shops at the Colonnades. It came into formation in the late 1970s when Mayor Dutch Morial started investing in the space. Hence the name, Dutch Alley. that the space can be rented out and has a small performance space near St. Philip St. Although Dutch Alley is not fully utilized now, with more marketing, people can be more aware of the space for event purposes.

French Market Place is an ideal street to turn into a pedestrian plaza. Currently, it is a one-way that runs into Ursulines Ave which forces cars back onto N Peters St which is where the traffic originated. Also, pedestrian plazas should be short distances that serve a heavy dose of pedestrian traffic daily, which French Market Place does. Since the street is located on the south side of the French Market and Flea Market, pedestrians tend to walk in the middle of the road to either avoid the crowds at the markets or to get to Ursulines Ave or Governor Nicholls St. Additionally, pedicabs and other cyclists add to the amount of traffic.

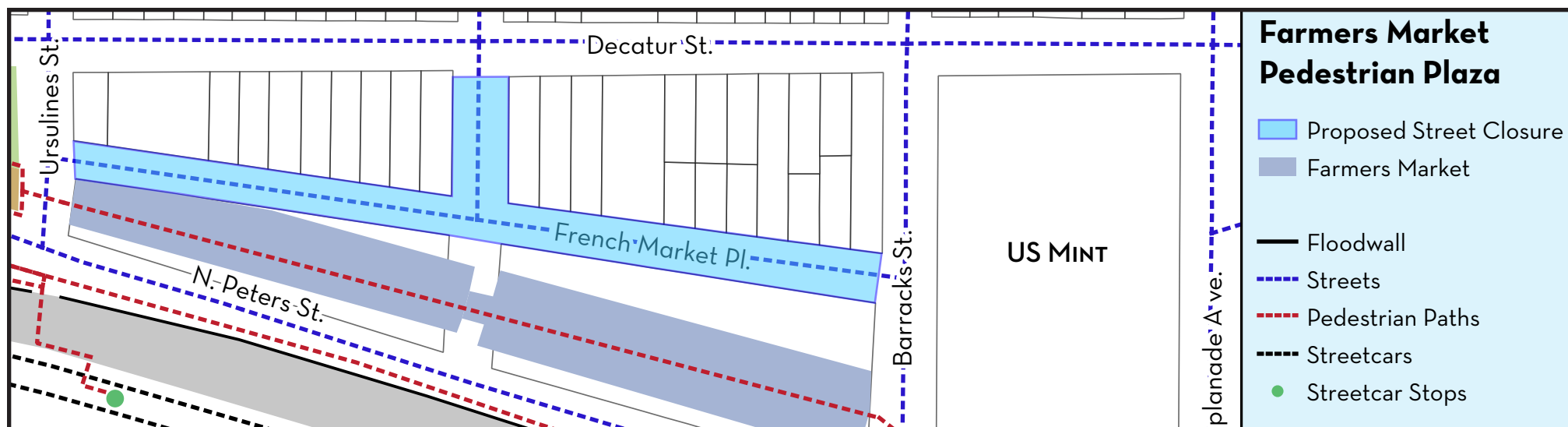


Figure 7-B - Proposed site of street closure/pedestrian plaza

On the other side of the street, there are about 20 retail shops and restaurants not associated with the French Market District that also attract visitors. The Old U.S. Mint, which hosts daily visitors, sits at the end of French Market Place and Barracks St. Parallel to French Market Place is Decatur St, which hosts plenty of bars, restaurants, and shops, and is usually filled with pedestrians.

In addition to turning French Market Place into a pedestrian plaza, Governor Nicholls St between Decatur and French Market Place would make an effective addition to the French Market Pedestrian Plaza. Governor Nicholls is a one-way street that ends at French Market Place, so if French Market Place becomes pedestrian-only, cars will have nowhere to go past Decatur. Closing Governor Nicholls to automobile traffic would extend the French Market Pedestrian Plaza and serve as a gateway between the French and Flea Markets and the French Quarter, and likely attract more pedestrians to the newly formed pedestrian plaza.

## Plaza Precedents

In addition to Jackson Square and Dutch Alley, a more recent plaza inspiration is Fulton Street, near Harrah's Hotel in Downtown New Orleans.

The French and Flea Markets close at 6:00 p.m. daily and are completely vacant by 7:00 p.m. Since this area is at the end of the French Quarter, the area around the market becomes desolate and has potential to be a major security problem due to lack of cameras and people frequenting the space. The potential pedestrian plaza area (between the French and Flea Markets and the shops and restaurants) would help solve this problem by having the FMC host nighttime events all throughout the year. It is important make the area safe and visually attractive so people will want to use the space, especially as a path between the river and the French Quarter.

To incorporate Governor Nicholls in the French Market Place Pedestrian Plaza, string lights could be added between the two buildings on the corners. Also, outdoor seating could be included for the general public. Governor Nicholls would take on a similar look to Mid-City Market located in the Mid-City neighborhood since both places are heavily dominated by restaurant and bars with a few retail shops.





### ***Precedent: Fulton Street Pedestrian Plaza***

Fulton St. was originally created for the 1984 World's Fair, but was abandoned when the fair concluded. Like much of the downtown area, Fulton Street was revitalized after Hurricane Katrina. Fulton Street hosts many events throughout the year, including their classic Christmas event "Miracle on Fulton Street". Besides hosting events, Fulton Street has restaurants that open to the plaza with outdoor seating which can be utilized during most of the year in New Orleans, especially in the evening and at night. Most importantly, Fulton Street is lit up at night, making the pedestrian plaza useable at all hours without businesses having to be open.



*Figure 7-C - Fulton st plaza at night*

### **Zoning**

Currently, both French Market Place and Governor Nicholls are zoned as VCS - Vieux Carre Service District. The VCC has authority over all design and zoning changes in the French Quarter area. To turn both streets into pedestrian plazas, the zoning must change from VCS to VCP - Vieux Carre Park District. Parks are permitted uses and highly encouraged by the VCC.

The VCC also has strict design guidelines. In an effort to follow the design guidelines, no permanent structures would be added in the plaza to allow for flexibility in usage of the space. The bollards that would be used to block car traffic from the plaza would have removable chains to allow for authorized vehicles for delivery and trash pick-up purposes.



*Figure 7-D - Mid-city market at night*



## Night Space Activation

The French Market Place Pedestrian Plaza would offer great potential event space. The area between Governor Nicholls and Barracks St is wide enough to fit a small stage that could be used for musicians, plays, shows, or DJs. Also, since the area would be blocked off by movable bollards, setting up and taking down equipment for different events should not be difficult. The space can also be used to create a temporary food truck park which would serve late-night visitors when surrounding restaurants are closed.

Food truck parks can create a temporary yet lively and fun space that stays open late but does not need a lot of maintenance or clean-up. Additionally, it could offer a variety of fast, inexpensive food options, and would not restrict any ages from enjoying the space. Late night art markets and fortune tellers can set up here as well which would provide a parallelism to Jackson Square. Another idea is to use the space for outdoor games such as extra-large Jenga, Bocce Ball, Cornholes, or even allow people to draw on the ground with chalk. These family-friendly activities are easy to set up and tear down and practically require no maintenance.

By keeping the French Market Place Pedestrian Plaza properly lit and busy with events, the area will feel alive at all hours and will be utilized to its full potential. Restaurants that face outward on French Market Place can use this an opportunity to expand and offer outdoor seating. Ideally, any future event would be temporary with easy set up/teardown to allow for quick overturn of the plaza.

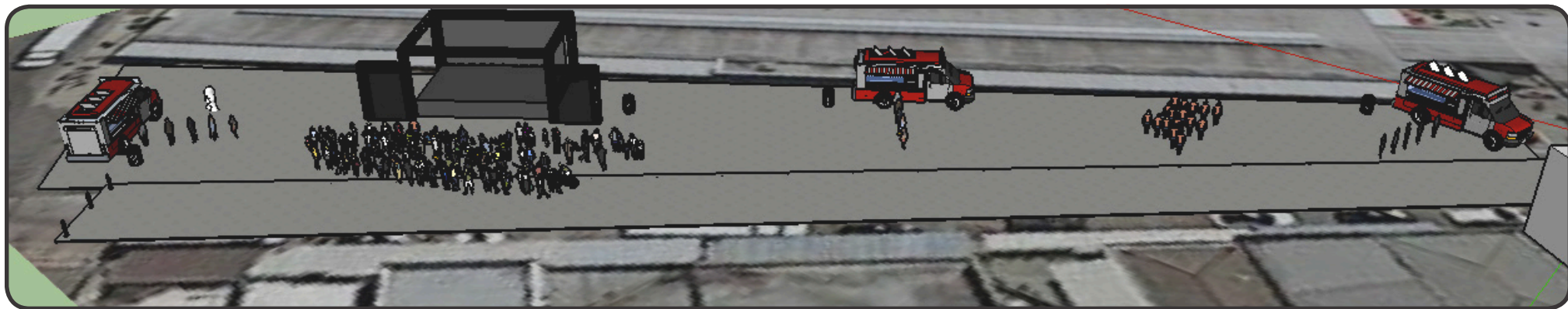
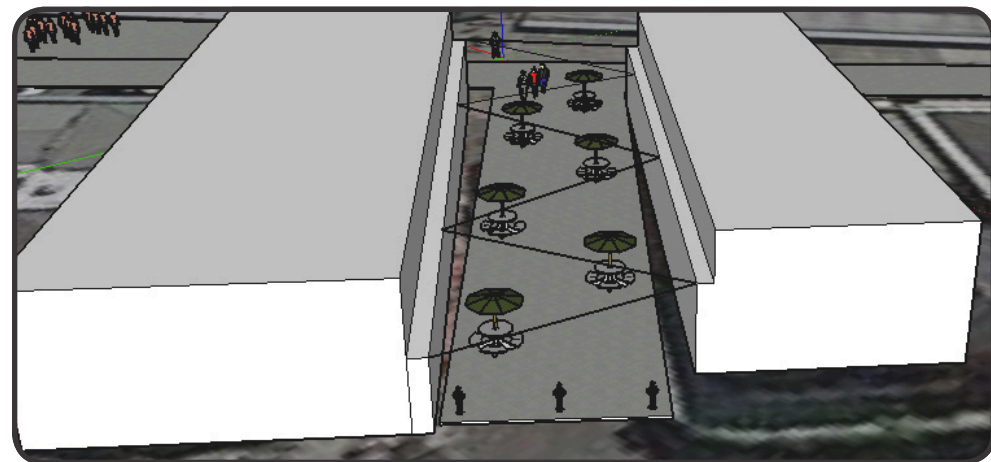


Figure 7-E - Renderings of potential street closure & pedestrian plaza

## PROJECT CONCEPT: FLOODWALL BEAUTIFICATION

Every public space holds the potential to be beautified or enhanced by public artwork. Art installations can truly make an area stand out and attract both locals and tourists to different areas. Visual and public art are proven ways to show a city's uniqueness and culture, and they can come in many different forms.

Visual and public art has the capability to be political, make a statement, and can set a tone of what the artist feels. For example, in New York City, a bronze statue of a young girl named the "Fearless Girl" was recently erected. The girl is standing in front of the bronze bull that has been a sculpture on Wall Street since the late 1980s. The artist wanted to promote gender equality and encourage corporations to put women in higher positions. More and more, public art is becoming an important spectacle for artists and cities to raise awareness about today's societal issues.



## *Precedent Spaces: Paducah, KY and Vicksburg, MS*

Paducah, Kentucky was the first city to paint their floodwalls along the Mississippi River followed by Vicksburg, Mississippi.

Paducah, Kentucky commissioned Robert Dafford, a famous American muralist, to paint the history of their city and life on the river on the floodwalls that border the Ohio and Tennessee Rivers. These floodwalls are admired by locals and tourists alike. The floodwall is about three city blocks long, and while the murals do not follow a specific timeline of events, they are insights to bits of Paducah history in the historic downtown of Paducah. To keep up the floodwall maintenance, the city of Paducah created Paducah Wall to Wall, which raises money to help with maintenance and keep the floodwall murals as beautiful as the first day they were revealed.

After Paducah, Kentucky was finished with Robert Dafford, Vicksburg, Mississippi contracted him to come paint their floodwalls. Dafford began working with the city of Vicksburg in the early 2000s. Like Paducah, the Vicksburg murals do not necessarily follow a timeline of events, but paint of a picture of the significant events that happened in Vicksburg, and show the culture and way of life in Vicksburg. The murals in Vicksburg were completely funded by the City of Vicksburg and local community sponsors after realizing that the floodwalls would bring in extra tourism and economic benefits. Vicksburg has a mural store that sells photographs of the murals to help raise money for maintenance purposes.



## The Floodwall in New Orleans

The floodwall that separates the French Quarter from the Mississippi River is a critical protective barrier for the city but is also an eyesore. The expansive floodwall allows for a lot of space that can be utilized for not just wayfinding elements but other visual art executed by local artists, high school talented art programs, or even members of the community who would take pride in being part of a “Paint Your City” type event.

The floodwall project would need to happen in stages, but the first floodwall section that should be examined lies between St. Philip and Barracks St. This section along N Peters St is extremely visible and experiences a lot of vehicle and foot traffic. It is also located across the street from the French and Flea Markets as well as the Old U.S. Mint.

New Orleans’ vibrant history and culture depicted along the floodwall would not only be aesthetically pleasing but also an educational tool. . It could also serve as an unofficial guide to other parts of the French Market District, like Crescent Park, because people would follow the floodwall to see each mural. Additionally, pictures of the murals could be sold with profits going toward the floodwall maintenance. The FMC could work with the City of New Orleans and the state for potential municipal-funded public art projects. No mural should be painted until the Army Corps of Engineers approve the section of the floodwall.



Figure 7-F - Paducah, KY floodwall mural



Figure 7-G - Vicksburg, MS floodwall mural



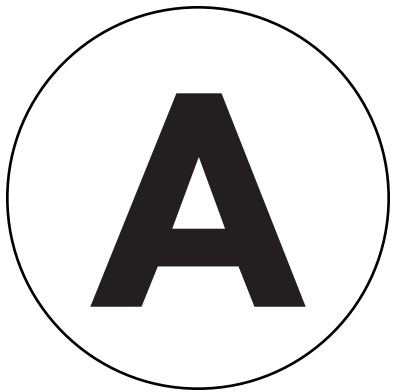
## CONCLUSIONS

The UNO-PLUS team's report provides an overall analysis of the current conditions of the French Market District, along with a number of recommendations for enhancing the District. The report contained four key deliverables: a corridor study, a wayfinding analysis, a retail study, and an evaluation of a potential mixed-use parking development along Elysian Fields. The "Visions for the District" described above represent a synthesis of the recommendations made in other portions of the report regarding pedestrian safety, wayfinding, and retail.

The UNO-PLUS team believes that the French Market District has great potential to enhance its appeal to both residents and visitors to the city. Through our thorough analysis and detailed recommendations, the FMC is now aware of issues from a fresh perspective, and supplied with recommendations to implement. The report further provides both national and international design precedents to give the FMC an idea of how certain recommendations could be implemented to be as efficient and effective as possible.

Our team is extremely grateful to have worked with the FMC to help create this cohesive and comprehensive plan. The team appreciates the opportunity to work on this project project and hopes that the FMC will benefit from the PLUS team's recommendations.

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